



**School of  
Hotel  
Administration**



# **Cornell University**

## **School of Hotel Administration**

**1975-77**

Programs leading to professional careers in the management of hotels, motels, condominiums, restaurants, clubs, hospitals, and institutions generally, in their design and equipment layout, and in tourism development.

### **Cornell University Announcements**

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## Cornell Academic Calendar

### 1975-76

Registration, new students  
Registration, continuing and rejoining students  
Fall term instruction begins  
Thanksgiving recess:  
    Instruction suspended, 1:10 p.m.  
    Instruction resumed, 7:30 a.m.  
Fall term instruction ends, 1:10 p.m.  
Final examinations begin  
Final examinations end  
Registration, new and rejoining students  
Registration, continuing students  
Spring term instruction begins, 7:30 a.m.  
Spring recess:  
    Instruction suspended, 1:10 p.m.  
    Instruction resumed, 7:30 a.m.  
Spring term instruction ends, 1:10 p.m.  
Final examinations begin  
Final examinations end  
Commencement Day

Thursday, August 28  
Friday, August 29  
Monday, September 1  
  
Wednesday, November 26  
Monday, December 1  
Saturday, December 6  
Saturday, December 13  
Saturday, December 20  
Thursday, January 22  
Friday, January 23  
Monday, January 26  
  
Saturday, March 27  
Monday, April 5  
Saturday, May 8  
Monday, May 17  
Monday, May 24  
Friday, May 28

### 1976-77

Registration, new students  
Registration, continuing and rejoining students  
Fall term instruction begins  
Fall recess:  
    Instruction suspended, 1:10 p.m.  
    Instruction resumed  
Thanksgiving recess:  
    Instruction suspended, 1:10 p.m.  
    Instruction resumed  
Fall term instruction ends, 1:10 p.m.  
Final examinations begin  
Final examinations end  
Registration, new and rejoining students  
Registration, continuing students  
Spring term instruction begins  
Spring recess:  
    Instruction suspended, 1:10 p.m.  
    Instruction resumed  
Spring term instruction ends, 1:10 p.m.  
Final examinations begin  
Final examinations end  
Commencement Day

Thursday, August 26  
Friday, August 27  
Monday, August 30  
  
Saturday, October 2  
Monday, October 11  
  
Wednesday, November 24  
Monday, November 29  
Saturday, December 11  
Wednesday, December 15  
Thursday, December 23  
Thursday, January 20  
Friday, January 21  
Monday, January 24  
  
Saturday, April 2  
Monday, April 11  
Saturday, May 7  
Monday, May 16  
Tuesday, May 24  
Monday, May 30

In enacting this calendar, the University Senate has scheduled classes on religious holidays. It is the intent of Senate legislation that students missing classes due to the observance of religious holidays be given ample opportunity to make up work.

The dates shown in the Academic Calendar are subject to change at any time by official action of Cornell University.



## Announcements

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## School of Hotel Administration

The School of Hotel Administration, since its inception in 1922, has provided professional management education that prepares its graduates for careers in serving the needs of people away from home for lodging, food, and many related services. During recent decades, technological and social changes have created a worldwide expansion in the need for these services. For this reason, the School's alumni, who now number over 3,750, have challenging opportunities in hotel administration and in a multitude of allied fields.

The School's initial program was designed for hotel administration at a time when many of the country's largest hotels were being constructed. The operation of a large hotel or resort includes all of the managerial complexities of running a small city with the added responsibility of providing complete care, conveniences, services, and often entertainment for guests through coordinating the efforts of employees, outside agencies, and suppliers.

During the fifty-plus years intervening since 1922, it was inevitable that graduates of the School would find their university preparation fundamental to executive positions in a broad range of endeavors related to hotel administration: restaurant, club, and condominium management; food service for airlines, hospitals, the military, offices and plants, schools and colleges; franchise and multiunit organizations; finance; the planning, construction, and furnishing of industry properties; the design and marketing of institutional equipment and products; advertising, marketing research, and sales; the operation of resorts, entertainment parks, and similar facilities; international tourism development; and college teaching and administration. (A partial list of alumni and the positions they hold is given under "Alumni.")

Because of the broad spectrum of opportunities open to graduates, the School's curriculum has been periodically updated and expanded. Students receive a core education in hotel administration and are able to partake of one

or more fields of special and cultural interest at the undergraduate and graduate levels.

The School has a full-time resident faculty of twenty-seven, whose teaching activities are devoted exclusively to the development of the specialized programs offered by the School and to the instruction of its 550 undergraduate and 100 graduate students. This faculty's work is supplemented with the regular services of about sixteen visiting professors and lecturers who are actively engaged in industry. In addition, numerous other persons come from industry to the campus to lecture on special topics. (A complete roster of the School's faculty and lecturers appears at the end of this publication.)

Altogether the School offers some one hundred courses, totaling over 240 hours, developed by the School and designed expressly to meet the needs of its students. In addition, students have access without restriction to courses offered by all the other colleges of the University—courses of professional and of cultural value—and they are guided and stimulated to tap generously the tremendous educational resources of the University.

Since management in a people-oriented industry cannot wholly be taught in the classroom, lectures and laboratories are supplemented with work experience on the campus and in industry. (The School's close collaboration with industry through its research program, workshops and seminars, short courses and special programs, publications, and placement office is set forth later in this section. The facilities of Statler Hall are described under "Student Life.")

Applicants for admission are selected on the basis of their preparatory school records and their proven interest in pursuing a career in the industry. From the day a student enrolls, he or she regularly participates in the School's operation of Statler Inn and its extensive food facilities. During vacation periods, the students seek industry employment. Juniors and seniors are eligible for industry work-study programs. Graduates can thus offer employers

Statler Hall, viewed from the entrance to its fifty-two room inn and faculty club, provides Cornell's hotel students with a unique instructional laboratory during their undergraduate years.

both educational training and practical work experience.

The School maintains an active placement office that serves its students, graduates, and alumni. Throughout the School's history, opportunities have been plentiful at all levels of employment. Salaries are often higher than those offered to other university graduates.

Alumni maintain close contact with one another, the faculty, and hotel students through the Cornell Society of Hotelmen, which has chapters across the country and around the globe. Alumni interview and recommend prospective students for admission and often assist them later in obtaining jobs. They sponsor industry seminars in major cities of the United States and many foreign countries. The Society also takes an active interest in the School's academic program and events through meetings of the Triad Committee, whose membership is drawn from alumni, faculty, and students.

In summary, the program of the School of Hotel Administration at Cornell University is based on the premise that the School has two major responsibilities to the students: (a) to prepare them to perform useful and effective work in the economic society, and (b) to provide them with a cultural background that will enable them to participate fully in society and enjoy the results of their professional success.

## History of the School

The School of Hotel Administration began in 1922 as a department organized in what was then the School of Home Economics of the New York State College of Agriculture, and a single professor, the late Dr. H. B. Meek, met with a class of twenty-one students. The ensuing years brought a gradual expansion in the faculty, curriculum, student body, and alumni organization. In 1950, the former department became the School of Hotel Administration, and in 1954, the School was separated from the statutory colleges to become a completely independent academic unit within the University, a college in its own right with its own faculty and dean.

The late Ellsworth Milton Statler, creator of Statler Hotels, has been the School's principal benefactor. During his lifetime, Mr. Statler gave generously. Under the terms of his will, the Statler Foundation has continued to give generous support. The trustees of the Foundation have donated over \$7 million for the construction of Statler Hall, home of the School of Hotel Administration. To provide for adequate maintenance, the Foundation also gave an endowment of \$1,250,000. These and other gifts in support of the E. M. Statler Professorship, of research and of publications, constitute a total of well over \$10 million.

In 1968, the heirs of the late Barney L. Allis, chairman of the board of Hotel Muehlebach in Kansas City, Missouri, contributed funds for visiting lecturers. In 1969, the Howard B. Meek Visiting Professorship was established by the Cornell Society of Hotelmen. In 1972, a \$1 million scholarship fund was established by the dissolution of the Taylor Scholarship Foundation, which had been founded in 1943 and directed by the late S. Gregory Taylor, owner of the St. Moritz and other New York hotels. After his death, the foundation was continued by his brother Charles, and his wife, Marica. Mrs. Taylor served as president of the foundation after her husband's death in 1961.

Other generous benefactors have supplied the impressive array of scholarships listed on pp. 25-33, thereby extending assistance to the students.

## School-Industry Cooperation

A close and pervasive relationship between the School of Hotel Administration and the hospitality industry benefits all participants. Students in the School gain from the curriculum enrichment that results from seminars, workshops, and lectures given by executives actively engaged in the field and from the less formal but vital personal contacts they make with industry personnel. The School's teaching, research, and publications programs benefit from the source material—problems gathered from actual situations—as well as from research funds provided by industry. Industry benefits from the research and publications of the School and also from the School's diverse program of short courses, workshops, and conferences planned for its personnel. In addition, consulting services are available from the School's staff, and a steady flow of well prepared graduates are provided to fill the needs of the constantly expanding industry.

Several organizations cooperate with the School in a work-study program through which juniors and seniors become management trainees. Students enrolled in the program receive instruction from the firm's management and from the School's administration during the period of course enrollment. Details of this program are given on pp. 36-37 under Practice Requirements, and on p. 47 under Directed Studies.

## Research

In 1961, a research and development program was organized, funded initially by the Statler Foundation. The program is directed by the Faculty Committee on Research, which is assisted by a full-time staff. Research projects, under the supervision of a faculty member, are sponsored by funds from the Statler Foundation, industry groups, and various gov-

Industry short courses are conducted around the globe. Professor Dermody, workshop director, and Professor Dunn, resident curriculum coordinator, review plans for an overseas seminar.





ernments. Currently, studies are being conducted in such diverse areas as sanitation and waste recycling, food equipment design, thermal properties and heat transfer in foods, analysis of typical hotel floor space plans, capital budgeting techniques, and economic factors of newer data technologies.

Past studies have been done on carpets and wall coverings, the use of convenience foods, applications of glass to food service, and the uses of plastic dinnerware. Studies on tourism development and acceptance have been made for Greece, Togo, Dahomey, Morocco, the Virgin Islands, the Caribbean, and the Bahamas.

Work under way or completed includes studies for data processing in the hospitality industry involving such companies as Mobydata, IBM, Motorola, and National Cash Register. Research reports are published in the School's magazine, *The Cornell Hotel and Restaurant Administration Quarterly*, and often provide the basis for other articles and news items in the trade press.

Although the primary goal of the School's research and development program is academic enrichment for students and faculty, research serves as a valuable liaison with industry and is a source of funding for sponsored projects.

## Publications

The *Cornell Hotel and Restaurant Administration Quarterly*, published by the School of Hotel Administration since 1960, has readers all over the world. One of its primary services is the reporting of seminars and conferences held by the School and also the research projects performed by faculty and students. Reprints of *Quarterly* articles are generally available.

The staff of the *Quarterly* has also collaborated with the American Hotel and Motel Association and the Hotel Sales Management Association and other organizations in publishing a variety of manuals for use in the field. In addition, the School publishes some of its own textbooks and manuals, many of which are used in the industry and in other colleges both in the United States and abroad.

A list of the School's publications can be obtained by writing to Circulation Department, *The Cornell Hotel and Restaurant Administration Quarterly*, Cornell University, Statler Hall, Ithaca, New York 14853.

## Workshops and Seminars

From a modest beginning, the workshop program of the School of Hotel Administration has progressed to where today the members of the faculty are involved with the planning and presentation of some sixty workshops

annually. These workshops have been staged in Ithaca, around the United States, and throughout the world. Some of the programs are open to all applicants while others are more specifically designed for executive participation exclusively. The School also conducts corporate workshops and seminars and for many years has worked closely with the armed forces in the area of continuing education. For detailed information, interested persons should write to Professor Donal A. Dermody, Director of Workshops, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.

## Short Courses and Special Programs

During the summer, the School offers a series of short courses for persons actively engaged in hotel and restaurant work throughout the world. Registration approaches 600 each summer, and about half come from foreign countries. These courses range from one to three weeks in length and cover such topics as hotel and motel operation, advertising and sales promotion, personnel methods, food and beverage control, restaurant management, menu planning, quantity food preparation, food facilities engineering, housekeeping, restaurant accounting, hotel accounting, interpretation of hotel statements, and properties management. Requests for detailed information should be addressed to Summer School of Hotel Administration, Statler Hall, Ithaca, New York 14853.

The School is currently involved in a two-year program in Puerto Rico aimed at furthering the development of the tourism industry there. Although most graduates of this program immediately take industry positions, selected ones who have appropriate college credits are admitted to the School to complete their degrees at Cornell.

## Placement

Students at Cornell's School of Hotel Administration receive help in finding interesting, satisfying work in their chosen field in many ways throughout the college years. The School and its work are known to hotel and restaurant executives all over the world. Students, through attendance and participation in seminars, lectures, hotel conventions, and such campus activities as Hotel Ezra Cornell, have ample opportunity to meet interesting and important people in the field. Many highly respected hotelmen are themselves Cornell graduates with a particular interest in the School and its students. The School also maintains, in cooperation with the Cornell Society of Hotelmen, an active placement service to help students obtain hotel jobs during vacation periods as well as to assist them in finding permanent positions,

both at the time of graduation and continuing well into their careers after graduation.

A number of hotel and restaurant organizations offer internship or trainee programs to juniors and seniors in the School. The details vary from one organization to another, but such programs usually involve a year or more of work for the student in the various departments of the sponsoring organization and frequently include supplemental instruction as well. In some cases, there is no commitment beyond the training period; in other cases, specific plans for future employment are part of the arrangement. Some of the organizations which have offered training programs are ARA Services, Hilton Hotels, Inter-Continental Hotels, I.T.T.-Sheraton Hotels, Marriott Corporation, Saga Food Service, Sonesta International Hotels, and Stouffer's.

The programs provided by the School, the helpful contacts a student makes during the college years, and the admirable record of Cornell graduates in the field, have combined with the placement service of the School to produce an enviable record: 98 percent employment of graduates throughout the history of the School. Every year, every graduate has had opportunities available. A survey of earnings has also shown that the financial success of graduates of the School is high in comparison to those in the field without college degrees and in comparison to college graduates in other fields where a degree is required.

## Alumni

The alumni of the School of Hotel Administration take an active interest in furthering the academic goals of the School and in assisting graduates with placement opportunities. Presently, the Cornell Society of Hotelmen has organized a group known as the Triad Committee, composed of representative members and of the School's faculty and students, which provides strong liaison between industry and the academic program.

The first Cornell hotel class was graduated in 1925 with eleven members. On June 15, 1975 there were 3,543 living graduates. Cornell graduates have given extensive leadership to their chosen profession. Richard E. Holtzman '41 is vice president, and J. Frank Birdsall '35, Paul R. Handlery '43, and Roy Watson '48 are past presidents of the American Hotel and Motel Association; David H. Ripper '40 is past president of the Club Managers Association of America; Winthrop W. Grice '53 and Louis E. Rogers '52 are past presidents of the Hotel Sales Management Association; John C. Birchfield '57 and Theodore W. Minah '32 are past presidents of the National Association of College and University Food Services; Henry W. Bolling '43 is president, William P. Fisher '60 is executive vice president, James W. Mc-Lamore '47 is vice president of the National

Restaurant Association and Robert D. Flickinger '47, Robert E. Heilman '45, Martin L. Horn, Jr. '50, and Henry A. Montague '34 are past presidents. Many alumni are presidents of their respective state hotel and restaurant associations.

Similarly it will be noted that Cornellians are in highly responsible business positions with hotel and motel systems: A. M. Stratta '59 is senior vice president of Americana Hotels; Paul R. Handlery '43 is president of Handlery Hotels; Wallace W. Lee, Jr., '36 is group vice president of Howard Johnson Company; Curt R. Strand '43 is president and Charles A. Bell, Jr. '49 is senior vice president of Hilton International; John F. Craver '52 is president of Host Enterprises; A. Dennis Fitzgerald '61 is general manager of Imperial 400 National; W. Dudley Child, Jr. '55 is president of Inter-Island Resorts; R. Kane Rufe '52 is president, Pacific-Asia Division of Inter-Continental Hotels; Roy Watson '48 is president of the Kahler Corporation; Frank X. Fisher '54 is president of Lex Hotels United States; Robert S. Noyes '43 is senior vice president of LQ Motor Inns; E. Ronald Milner '55 is president of Milner Hotels; Prithipal S. Lamba '56 is vice president of Oberoi Hotels (Delhi); Udo Schlenrich '70 is vice president of Omni International Hotels; Leonard Stark '60 is division vice president of Ramada Inns; Richard E. Holtzman '41 is president and Fred J. Eydt '52 is executive vice president of Rockresorts; Howard P. James '46 is chairman, president, and chief executive officer and Richard W. Barger '56 is vice president of ITT-Sheraton Corporation; Paul Sonnabend '50 is president of Sonesta Hotels; Robert N. Rinker '52 is executive vice president of Tokyu Hotels (Tokyo); Robert M. Brush '34 is senior vice president of Travelodge International; and Lynn P. Himmelman '33 is chairman and chief executive officer, J. William Keithan '50 and Kenney E. Mallory '52 are vice presidents of Western International Hotels.

Cornellians also direct the operations of many of the country's individual hotels. In New York City, John N. Mados '49 is vice president-managing director of the St. Moritz and Park Lane Hotels. In Philadelphia, William N. Trimble '59 is general manager of the Barclay. In Boston, James V. Bennett '47 is general manager of the Ritz-Carlton and Philip P. H. Grosse '65 is manager of the Sheraton-Boston. In Chicago, Edwin L. Brashears '48 is president of the Drake, William R. Ebersol '48 is vice president and general manager of the Ritz Carlton Hotel, Colgate F. Holmes '56 is general manager of the Hyatt Regency, and Joseph R. Woods '56 is general manager of the Marriott O'Hare. In Dallas, the Sheraton is managed by Henry L. Rather '52; in Houston, Richard C. Nelson '57 is general manager of the Hyatt Regency and James W.

Suiter '58 is general manager of the Marriott; in Kansas City, Philip Pistilli '54 is president of the Alameda Plaza Hotel. In California, John A. Norlander '53 is general manager of the Beverly Hilton Hotel in Beverly Hills, Peter P. Fuller '53 is general manager of the Sheraton Harbor Island Hotel in San Diego, and Roger W. Krakow is manager of the Commodore Hotel in San Francisco. In Honolulu, Hans P. Weishaupt '64 is general manager of the Kahala Hilton; in New Orleans, Archie A. Casbarian '62 is vice president and general manager of the Royal Sonesta; in Miami Beach, Theodore B. Hankoff '43 is general manager of Eden Roc, and in Miami, Marley Halvorsen '54 is general manager of the Marriott. James Barker Smith '31 is president of Wentworth-by-the-Sea in Portsmouth, New Hampshire; Irving A. Harned '35 is vice president and manager of The Cloister at Sea Island, Georgia; Paul L. Grossinger '36 is president of Grossinger's; Edward T. Wright, Jr. '58 is general manager of Marriott's Camelback Inn in Scottsdale and Robert H. Butterfield '40 is vice president and general manager of the Mauna Kea Beach Hotel, Kamuela, Hawaii.

In other countries many hotels are managed by Cornellians: the Amsterdam Okura by Goro Yamazaki '61; the Bristol-Kempinski in Berlin by Rudolph W. Munster '62; the Nataraj, Bombay, by Ravi K. Ghai '66; the El Mansour, Casablanca, by Philippe Mocuquard '55; the Camino Real, Guatemala City, by Edward H. Carrette, Jr. '61; the Inter-Continental, Hamburg, by Fred G. Peelen '64; the Kensington Hilton by Manfred G. Matysik '62 and the London Hilton by Sotirios F. Georgiou '65 (both in London); the Hotel El Embajador, Santo Domingo, by Fred Loewenthal '64; the Summit by Oro V. Escaraga '56, the Hilton by Ewe Hin Lim '58 and the Mandarin by Sonnie Lien '68 (in Singapore); the Sutton Place by George B. Davidson '71 and Western's Hotel Toronto by William B. Tutt '63 (both in Toronto); and, in Tokyo, Yoshikazu Gamo '53 is manager of the Pacific, Yoshikazu Honzawa '61 is manager of the Takara, Ichiro Inumaru '53 is manager of the Imperial, Jiro Inumaru '55 is manager of the Shiba Park, and Kiyoshi Kobayashi '57 is manager of the Marunouchi. In Bermuda James G. Harre '62 is president and general manager of the Castle Harbour Hotel in Hamilton. In the Caribbean, Stephen W. Adams '66 is manager of the Divi Divi Beach Hotel in Aruba; Richard S. DeGale '70 is general manager of the Sunset Crest Resort and William J. Young '48 is managing director of the Miramar Beach Hotel in Barbados; Jag M. Mehta '60 is manager of the Hilton in Jamaica; Bernard F. Iliff '61 is manager of Rockresort's Dorado Beach Hotel in Puerto Rico; and Malcolm E. Teixeira '67 is innkeeper of the Holiday Inn in St. Lucia.

Many Cornellians also hold responsible positions in the restaurant industry: James W. McLamore '47 is chairman of the board of Burger King Corporation; Henry J. Buncom '55 is vice president of Chock Full O'Nuts Corporation; Burton M. Sack '61 is vice president of Specialty Restaurants for Howard Johnson's; Edward C. Callis '42 is vice president, La Touraine-Bickford's Foods; Edwin S. Weber, Jr. '52 is executive vice president of the Ponderosa System, Inc.; C. Roberts Whitney '53 is president of Royal Castle Systems; C. Alan MacDonald '55 is president and Richard S. Haskell '44 is vice president of Stouffer Foods Corporation (a division of Nestle Alimentana, S.A.); and Richard J. Bradley '63, Robert A. Freeman '63, and Peter E. Lee '63 are partners in the Victoria Station Restaurants. Many other Cornellians hold executive positions in multi-unit operations such as Marriott Corporation, Dobbs House, and Host International.

Among the large industrial food service companies, William F. Deal '41 is president of the Middle Atlantic Area of ARA Services; Gordon H. Hines '42 is senior vice president of Blaikie Miller & Hines; John F. Farr '39 is vice president of the Canteen Company of America; Louis A. Cappello '51 is president of the Business and Industrial Group of Interstate-United; Robert D. Flickinger '47 is president of Service Systems Corporation; and Philip T. Yochum '48 is president of Servomation-Mathias.

Among alumni involved in hospital administration are Robert H. Sweeney '52, the Alfred I. duPont Institute in Wilmington, Delaware; Donald A. Kincade '49, Memorial Hospital, Burlington, Wisconsin; George J. Sabbag '58, Parker Hill Medical Center, Boston; and John W. Colby '48, St. Luke's Memorial in Spokane.

College residence halls and dining facilities directed by Cornellians include those at Brown (Norman C. Cleaveland, Jr. '57), Cornell (Arthur A. Jaeger '62), Duke (Oscar A. Berninger '58), Harvard (C. Graham Hurlburt, Jr. '52), Illinois (S. Kent Dohrmann '61), Indiana State (Monte J. Bradley '60), Minnesota (Robert E. Ledder '48), Notre Dame (Edmund T. Price '47), Princeton (Thomas P. Root '58), Tennessee (Norman D. Hill '58), Washington State (Alexander A. Mackimmie '61 and Samuel L. Huff '59), and Yale (Albert R. Dobie '56).

Alumni associated with the airlines in an executive capacity include: American (A. R. D'Agostino '56, vice president of Sky Chefs; and Frederick R. Haverly '42, vice president of Food and Beverage Services); Continental (Thomas S. Dawson '56, director of Hotel Operations and C. William Herbig '55 vice president of Market Services); Pan American (John P. Treadwell '61, senior director of



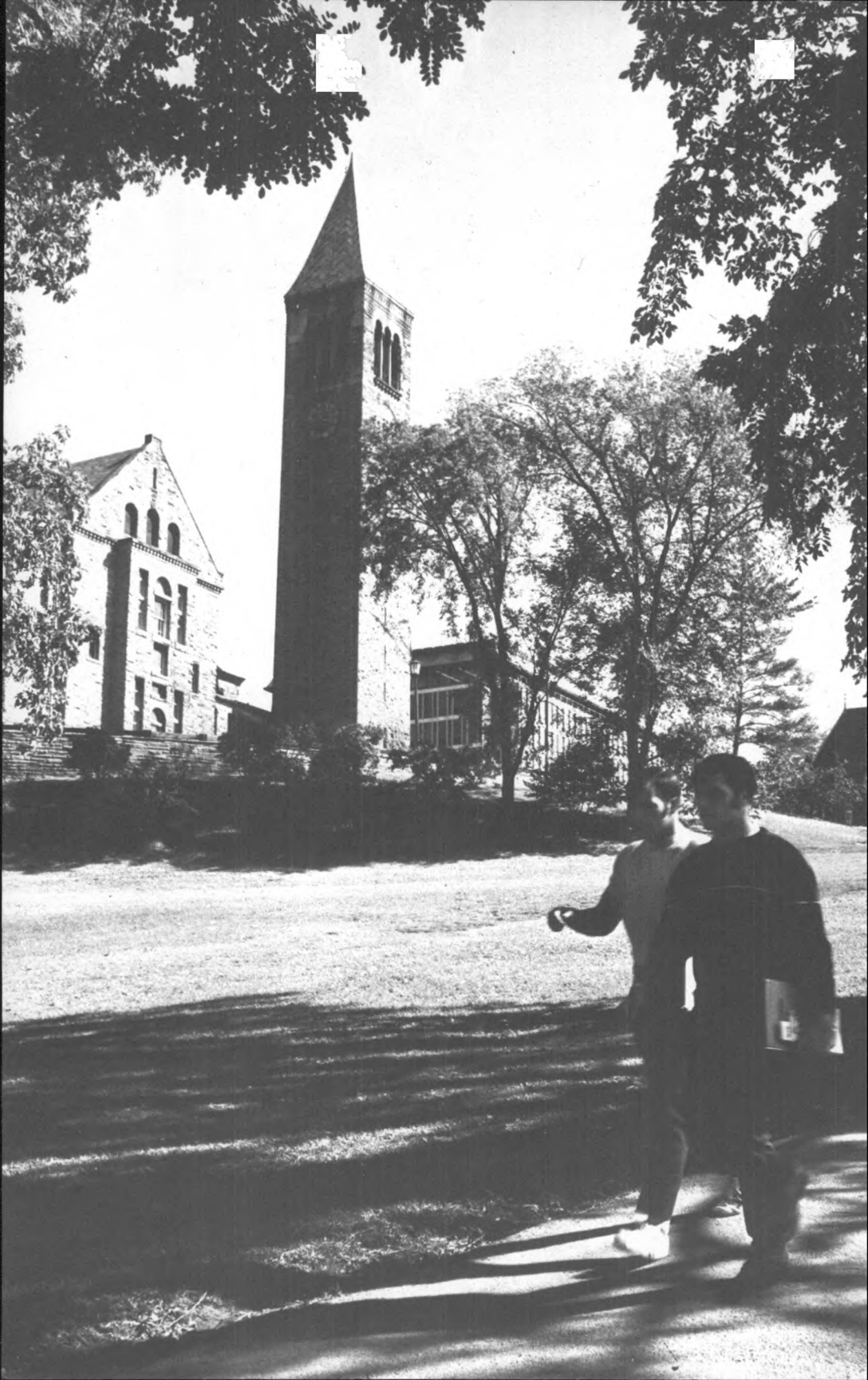
In-Flight Service Planning); and United (Richard J. Ferris '62, president).

Alumni are also active in the club field: Raymond M. Adams '50 is manager of the New York Princeton Club; Robert G. Bartholomew '41 is general manager of the St. Lucie Hilton Country Club Resort, Port St. Lucie, Florida; Kenneth R. Burger '58 is manager of the New York Racquet and Tennis Club; Charles L. Coulson '56 is manager of the Harvard University Faculty Club; Ara Daglian '57 is manager of the New York Cornell Club; Edward R. Felshow '52 is manager of the Charlotte Country Club in North Carolina; H. Michael Furst '65 is manager of the Oakdale Golf and Country Club in Downsview, Ontario, Canada; Adolph M. Lucha '35 is general manager of the California Club in Los Angeles; John N. Penn '49 is manager of the New York Union League Club; James E. Petzing '55 is general manager of the Atlanta Athletic Club; James T. Poteet '56 is manager of the Baltimore Country Club; David H. Ripper '40 is general manager of the Detroit Club; Whitney Travis '42 is manager of the Stock Exchange Luncheon Club in New York City; and Raymond D. Watts '56 is manager of the Houston Club.

Those in charge of hotel school programs include: Henry O. Barbour '49, President of the Culinary Institute of America; Clinton C. Barnard '50, Food Service Administration, SUNY, Cobleskill; Robert A. Beck '42, Dean of the Cornell University School of Hotel Administration; Harold V. Hoff '47, Hotel-Motel Restaurant Management Department, St. Petersburg Junior College; Douglas C. Keister

'54, University of Denver School of Hotel and Restaurant Management; Ralph W. Nestor, Jr. '66, Travel Industry Program at the University of Alaska; Harry J. Purchase '49, Paul Smith's College Hotel Department; and Jerome J. Vallen '50, College of Hotel Administration, University of Nevada.

In other areas, alumni are active in hotel accounting firms (John D. Lesure '44, general partner, and Maurice B. Burritt '44 and William J. Callnin '56, principals, Laventhol & Horwath; Donald C. Opatrny '50, partner, Ernst & Ernst; Frank L. Bradley '48, partner, Peat, Marwick, Mitchell & Company; and J. Michael Farrell '52, partner, Price Waterhouse & Company); advertising firms (H. Victor Grohmann '28, chairman of the board, Needham & Grohmann); banks (Stephen P. Pendias '42, vice president, Irving Trust Company; William T. Blackwell '52, vice president, State Street Bank & Trust Company, Boston; and William I. Pentecost '33, president, West Side Bank, Scranton); insurance companies (Robert P. Stieglitz '31, assistant vice president, New York Life Insurance Company and Donald R. Waugh, Jr. '44, vice president, Equitable Life Assurance Society of the United States); food companies (David J. Hopwood '45, vice president, Hunt-Wesson Foods; Harold M. Mayer '39, vice president, Oscar Mayer & Company; James T. Schmuck '41, vice president, Del Monte Corporation; and Edward J. Vinnicombe, Jr. '33, vice president, McCormick & Company); and beverage producers (Richard W. Brown '49, vice president of Corporate Marketing, The American Distilling Company).



## Cornell University

### Student Life

Cornell is unique among the world's great universities in that it offers a broad array of cultural, scientific, and technological pursuits in fourteen coeducational colleges and schools. Of the eleven divisions situated on the Ithaca campus, four are state supported land-grant colleges, and the other seven are privately endowed colleges, including the School of Hotel Administration.

The concept of the University's founders, Ezra Cornell and Andrew Dickson White, was to create an institution "where any person can find instruction in any study." The founders' goal in 1864 was to combine the cultural subjects then taught in colleges with practical and scientific courses in order to provide higher education that would fulfill the nation's needs as a rapidly developing industrial democracy. Their concepts have been carried forward by succeeding administrations of the University so that today Cornell offers programs which serve many of the world's developmental and social needs.

The University's faculty is internationally known and attracts scholars and students from every part of the world. About 16,000 students (of whom 5,000 are graduate students) attend classes on the Ithaca campus. Hotel students thus mingle with a cosmopolitan faculty and student body in their classes and daily living and have an extensive choice of cultural, social, and recreational events.

The campus, situated in the scenic Finger Lakes Region of Upstate New York, is renowned for its natural beauty and healthful living conditions. Outdoor sports of all kinds are readily available on the campus and nearby. The University supports an extensive inter-collegiate athletic program and also coordinates a broad range of intramural teams. Physical education courses include instruction in an extensive array of physical fitness programs, tennis, golf, swimming, interpretative dancing, field and ice hockey, lacrosse, and other participative recreation.

The Cornell University *Announcement of General Information* presents detailed coverage of the

provisions made for housing and dining, health services, and related material dealing with student life in the university community. Some pertinent sections of this publication are summarized in this section.

### School Life

Students in the School of Hotel Administration partake of all regular University activities. They participate in varsity and intramural sports, belong to musical groups, hold offices in student organizations, become cadet officers in the Reserve Officers Training Corps, and join in the myriad of extracurricular activities available. They are eligible to become members of social and honorary fraternities.

Entering students in the School benefit through having most of their first year's instruction in Statler Hall, thus orienting them to University life through close association with their classmates and instructors, as in a small college. Every student, both undergraduate and graduate, has a faculty adviser from whom to seek counsel on academic and personal matters. Within Statler Hall, there is a cafeteria where students may take their meals, a student lounge, and a library well-appointed for studying.

### Statler Hall

Statler Hall is a unique educational building, designed expressly to meet the needs of the faculty and the students of the School of Hotel Administration. The building is in three parts: a classroom section, a practice inn, and an auditorium with full stage facilities. The classroom section, a substantial five-story building with over 115,000 square feet of space, is augmented by about 50,000 square feet of office, classroom, and laboratory space in the Alice Statler Auditorium wing. For instruction and research, these two sections provide nineteen lecture rooms, three auditoriums, sixteen laboratories, and sixty offices, all designed and equipped with the latest instructional equipment. Students

Students stroll toward campus dormitories at the foot of the Library Slope.

also have their own lounge with a fireplace, radio, television, and serving pantry.

The Howard B. Meek Library provides an extensive collection of publications numbering over 18,000 volumes, on hotel and restaurant operation and related subjects. The library has been the recipient of many gifts of display materials and personal collections. Among them are the Herndon Collection of 1,600 books, including many rare items; the J. O. Dahl Memorial Library; the books of W. I. Hamilton; the "Oscar of the Waldorf" (Oscar Tschirky) Collection of autographed dinner menus and memorabilia; the Pinco Collection of menus, dating back to the early 1900s; and the Vehling Collection of rare books and prints (about 500 of each) depicting the history of food and its cookery, the latter a personal gift from the late Mrs. Alice Statler.

Statler Inn, the practice inn, contains fifty-two guest rooms, including two suites, a fully equipped front office, and appropriate lounge areas. The Inn also has a variety of restaurants seating a total of 1,000 people: a formal dining room for 200, five private dining rooms for 8 to 100, two self-service restaurants for 150 and for 200, a cocktail lounge, and a ballroom for 400.

The Inn's facilities constitute a realistic laboratory for student instruction in operational procedures and managerial responsibilities for the hospitality industry. The School is fortunate in being able to develop for its students a close relationship between theoretical and practical instruction through the use of Statler Inn.

## Organizations

Students are eligible for elective office in the University Senate and to serve on the School's Student-Faculty Committee—a group which meets regularly to discuss matters relating to student affairs. They may also be invited to serve on the Triad Committee—a group representing alumni members of the Cornell Society of Hotelmen, and the School's faculty and students. This committee provides a liaison between the School and industry.

During their college years, students have an opportunity to become junior members of national and international organizations in the hospitality industry. Among the organizations that have established chapters at Cornell are the Junior Hotelmen of America, the Hotel Sales Management Association, the Food Service Executives Association, Les Amis d'Escoffier, and the Club Managers Association of America. As junior members, students are eligible to attend these organizations' regional, national, and international conven-

tions. They also arrange seminars on the campus and invite industry leaders to share their objectives and problems through formal and informal meetings.

Each year a group of upperclass students attends the convention of the New York State Hotel and Motel Association, visits the New York City National Hotel Exposition, and makes a tour of inspection of metropolitan hotels. Groups also attend the National Restaurant Association Convention/Midwest International Hotel and Motel Show in Chicago, the New England Hotel and Motel Exposition in Boston, and the Canadian Hotel and Restaurant Exposition in Toronto. The students participate in social functions associated with the conventions and with the Cornell Society of Hotelmen, the alumni organization which entertains the attending hotelmen at receptions.

The annual Hotel Ezra Cornell is a weekend project in which the students organize and finance a hotel operating company. Statler Hall is opened and run as a hotel with all the appropriate ceremony. With the aid of a faculty adviser, the students organize a regular three-day convention program, including symposia, workshops, and addresses, and an appropriate concomitant array of social events, receptions, luncheons, and dinners. In attendance are the presidents of the leading group hotel and restaurant organizations, and the chief executives, operators, and managers of hotels, restaurants, and institutions of all kinds.

By student election, upperclass students who distinguish themselves in scholarship and student projects win membership in Ye Hosts—the recognition organization of the School, which serves as a reception committee for new students and for visiting hotelmen. Each year, outstanding students are selected for membership in Phi Kappa Phi, a national scholastic honor society.

Graduate students are eligible for membership in many campus and School organizations and also have their own academic and social organization.

Students organize informal teams to represent the School in intramural sports, a predominant feature of Cornell athletic activity.

## Housing and Dining

The University provides a variety of residence halls accommodating approximately 5,500 students. One group of residence halls is west of Willard Straight Hall, about a five-minute walk down the hill from the heart of the campus. It includes the Baker complex, accommodating about 600 students; University Halls, composed of six separate units, each housing about 225 men and women; and the Agnes and

Assistant Dean Gaurnier and Dean Beck hear a report by the directors of the 50th Annual Hotel Ezra Cornell on their promotional program, which drew an attendance of over 600 people from the industry to the event.





Jansen Noyes Center. The Center serves as a focal point of activity for residents of the area and provides dining services, lounges, recreational facilities, study areas, and meeting, typing, and music rooms.

Residence buildings on the north side of the campus accommodate about 2,700 men and women. They include some of the oldest dormitories on campus as well as the newest. The North Campus Union between the two high-rise houses of the North Campus Student Residences contains recreational facilities, dining services, craft room, store, mail distribution center, and lounge areas.

During the freshman year all students are strongly encouraged to live on campus in University residence halls. Beyond that students are free to choose between privately owned off-campus housing or University residence. There is special housing provided for married students.

Students should note that acceptance by the University does not necessarily guarantee the availability of on-campus housing. Therefore, all students are urged to apply immediately upon notification of acceptance to the University. Application forms for University residence halls will be mailed automatically by the Office of Admissions to each candidate for admission as a freshman or transfer student at the time of notification of provisional acceptance to the University.

Cornell has no formal dining requirements for its students; they may eat where, when, and what they choose whether or not they live in University residence halls. The University maintains a number of public dining units in various convenient places on the campus. Hotel students take many of their meals at the student cafeteria in Statler Hall, where the preparation and service are largely the work of their fellow students.

Optional dining plans are offered for students who may wish to prepay some of their board costs rather than pay cash for each meal. The plans are designed to be flexible, taking into account students' habits and schedules as well as convenience and economics.

Further information on housing and dining may be found in the *Announcement of General Information*.

## Health Services and Medical Care

Health services and medical care for students are centered in two Cornell facilities: the Gannett Medical Clinic for outpatient care and the Sage Infirmary for hospital care. Students are entitled to unlimited visits at the Clinic (appointments with individual doctors at the Clinic may be made, if desired, by calling or coming in person; an acutely ill student will be seen promptly with or without an appointment).

Emergency Service: Students who need medical attention during the hours the Clinic is closed, may go to Sage Infirmary. If an accident or serious illness occurs, the physician on Emergency Service may be reached by calling 256-3493 during Clinic hours or 256-6962 after Clinic hours. Students are also entitled to laboratory and x-ray examinations indicated for diagnosis and treatment, hospitalization in the Sage Infirmary with medical care for a maximum of fourteen days each term, and emergency surgical care. The cost of these services is covered by tuition. There is an elective insurance plan available. Students are advised to consult the *Announcement of General Information* for details.

If, in the opinion of the University authorities, a student's health makes it unwise to remain in the University, the student may be required to withdraw.

## Military Training

As a land-grant institution chartered under the Morrill Act of 1862, Cornell has offered instruction in military science for more than one hundred years. Cornell provides this instruction through the Reserve Officers Training Corps programs of the three military departments: the Army, the Navy, and the Air Force.

The ROTC programs offer students the opportunity to earn a commission while completing their education. To obtain a commission in one of the armed services, students must complete a two-, three-, or four-year course of study in an ROTC program and must meet certain physical standards. Upon graduation students receive a commission and serve a tour of active military service. (Length of service varies with each service.)

Further information is provided in the *Announcement of Officer Education*, which may be obtained by writing to Cornell University Announcements, Edmund Ezra Day Hall, Cornell University, Ithaca, New York 14853. Interested individuals also are directed to the appropriate ROTC office in Barton Hall.

## Athletics

Cornell supports one of the largest intercollegiate athletic programs in the country and belongs to the Ivy League. There is also an extensive intramural and informal sports program that includes badminton, basketball, billiards, bowling, boxing, broomstick polo, cross-country, fencing, golf, hockey, horseshoes, judo, sailing, skating, skiing, soccer, softball, swimming, table tennis, touch football, track, volleyball, and wrestling.

The women's intercollegiate competitive sports program includes basketball, bowling, cross-country, fencing, field hockey, golf, gymnastics, ice hockey, lacrosse, polo, sailing, skiing, swimming, tennis, track, and volleyball.

## Motor Vehicles

Because of the limited number of on-campus parking spaces it has been necessary to require students to register their vehicles with the Traffic Bureau and to abide by the rules and regulations set forth in the pamphlet *Regulations Governing Motor Vehicles*, which is made available at registration.

Further information regarding motor vehicles may be found in the *Announcement of General Information*.

## Additional Information

Prospective students, their parents, and preparatory school advisers will find additional information in the *Announcement of General Information* and the *Announcement of the Graduate School*, both of which can be obtained by writing to: Cornell University Announcements, Edmund Ezra Day Hall, Ithaca, New York 14853.

Further information concerning the School of Hotel Administration is given in this publication under "Finances," "Admission to the School," and "Programs Leading to Academic Degrees," which follow this section. Persons wishing to correspond with the School or with other divisions of the University will find helpful the list set forth below.

## Undergraduate Program

Application forms and academic requirements for admission: Office of Admissions, Cornell University, Edmund Ezra Day Hall, Ithaca, New York 14853.

The personal requirements for admission and interviews: Admissions Committee, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.

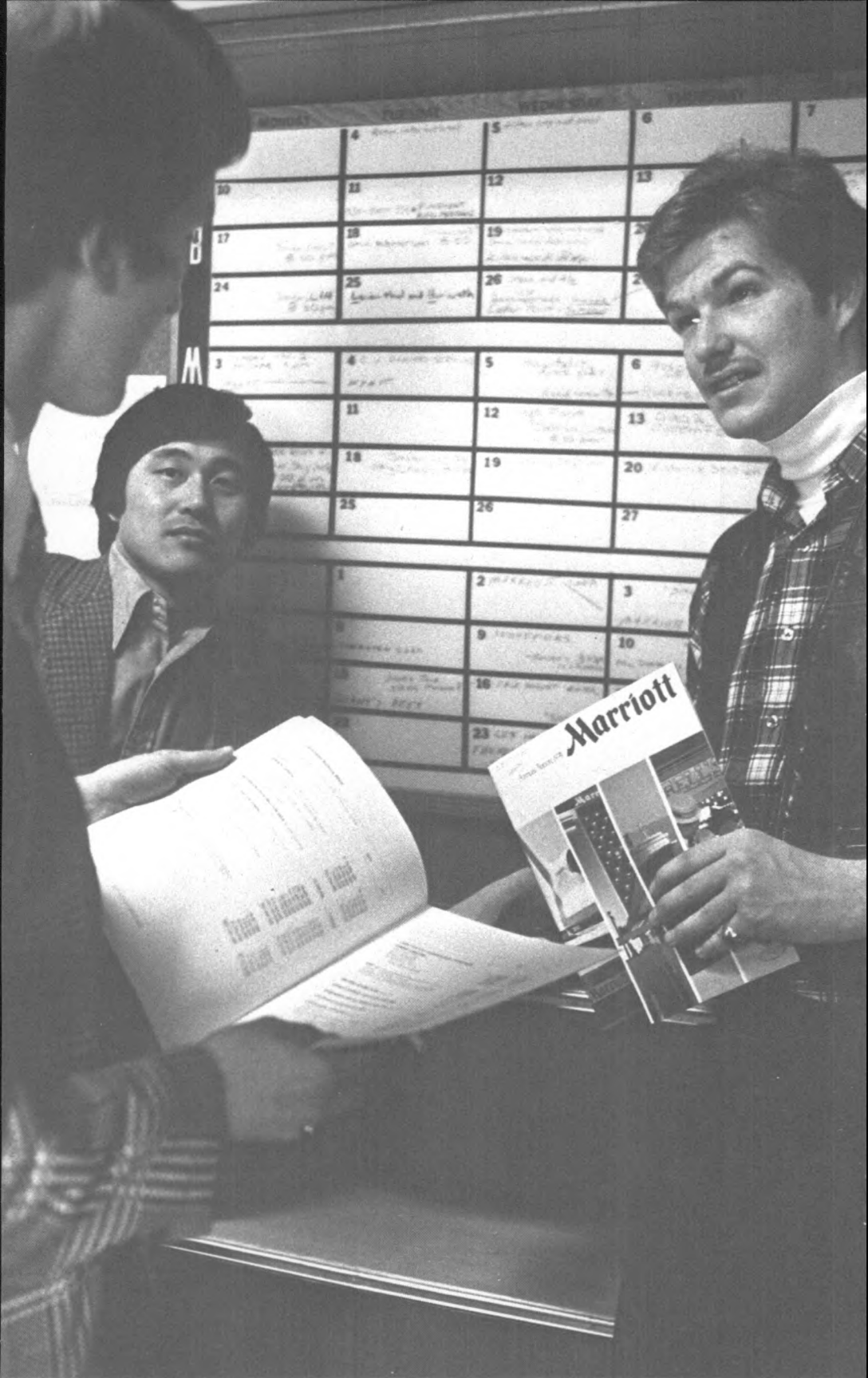
The programs of the School, the content of courses, the requirements for graduation, and questions of financial aid to students: School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.

Credit against the practice requirement: Chairman, Practice Committee, Cornell University, Statler Hall, Ithaca, New York 14853.

## Graduate Program

Application forms and general requirements for admission: Graduate School, Cornell University, Sage Graduate Center, Ithaca, New York 14853.

Interview arrangements, information about the School's program, requirements for graduation, and questions of financial aid: Graduate Faculty Representative, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.





## Cornell University

# Admission to the School

The School of Hotel Administration offers both undergraduate and graduate programs leading to professional careers in the management of hotels, motels, resorts and condominiums, restaurants, clubs, hospitals, and institutions generally and in their design and equipment layout. The requirements for admission to these programs are presented in the following pages.

### Undergraduate Admission

Admission to the School of Hotel Administration may be granted in September and in January to the prospective student who meets the regular academic entrance requirements and the requirements in personal qualifications.

It is the policy of Cornell University actively to support equality of educational opportunity. No student shall be denied admission to the University or be discriminated against otherwise because of race, color, creed, religion, national origin, or sex.

### Academic Requirements

The applicant must have completed a secondary school course and must offer at least sixteen acceptable units of entrance credit including English, four units; mathematics, three units; and chemistry, one unit. Additional courses may include mathematics and sciences (especially physics), social studies (including history), and a foreign language. The Scholastic Aptitude Test of the College Entrance Examination Board or the results of the American College Testing Program are required.

Candidates may obtain credit in the subjects they wish to present for admission in one or more ways, or some combination of them:

1. by presenting an acceptable school certificate,
2. by passing, in the required subjects, the achievement tests of the College Entrance Examination Board, or
3. by passing the necessary New York State Regents examinations.

High school and other preparatory work is appraised in the University Office of Admissions

to which the formal application and credentials should be sent.

<i>Subject</i>	<i>Units</i>
English	4
Foreign Languages (modern and ancient)*	
French	1-4
German	1-4
Hebrew	1-3
Italian	1-3
Spanish	1-4
Greek	1-3
Latin	1-4

Mathematics	
Elementary Algebra	1
Intermediate Algebra	1
Advanced Algebra	½
Plane Geometry	1
Solid Geometry	½
Plane Trigonometry	½

Sciences	
Biology†	1
Botany	½-1
Chemistry	1
Earth Science	½-1
General Science	1
Physics	1
Zoology	½-1

Social Studies (including history)	
Each course	½-1

A nonrefundable \$20 application fee is required. Correspondence relating to the academic admission requirements should be directed to the University Office of Admissions, Cornell University, Edmund Ezra Day Hall, Ithaca, New York 14853.

\* If a foreign language is offered for entrance, it is desirable to present at least two years, although credit will be granted for a single year of study in not more than two languages.

† If a unit in biology is offered, a half-unit in botany and a half-unit in zoology may not also be counted.

Graduating seniors and M.P.S. candidates study the monthly schedule for company recruiters, posted outside the School's Placement Office. In 1975, over 55 companies sent recruiters to interview job candidates in Statler Hall.

Since students enroll for work in hotel administration at Cornell University from all parts of the United States and from other countries, and since the subjects of study available to students in the high schools vary from section to section, the prospective student is allowed wide freedom in the choice of high school subjects. Only English, obviously valuable, chemistry, and the minimum mathematics necessary for the required courses in properties management and financial management are specified. Students and vocational advisers should not, however, be misled by this freedom. The curriculum in hotel administration includes a number of rigorous courses in accounting, science, and engineering, and, while the Committee on Admissions gives due weight to the more personal factors, it insists, for the protection of the prospective student, on evidence of good scholastic ability—ability to carry an exacting college program.

Although there is no specific language entrance requirement, the Committee believes that a sequence of study of at least three years of a foreign language is likely to be useful to the hotelman or restaurateur and that its completion is an evidence of scholastic ability. Two years of a language are of much less value than three.

While not required, a four-year sequence in mathematics is evidence of good workmanship. Trigonometry is useful in properties management courses. The importance of chemistry, in view of the rigorous chemistry courses required in the School's curriculum, cannot be over-emphasized. Physics also would provide a foundation for properties management.

For those students who attend the larger schools with a wealth of offerings, some suggestions as to choice of studies may be welcome. In the selection of a preparatory course, consideration should be given to the student's interest and the school's facilities. It may be that the *suggested* preparatory program below will be helpful to the adviser, the parent, and the student.

English, four units.

Mathematics, three or four units:

elementary algebra, intermediate algebra, and plane geometry. Also, if possible, trigonometry, advanced algebra, or solid geometry.

History, at least one unit:

chosen according to interest of the student and facilities of the school.

Foreign language, three units:

French, German, Spanish, or Latin.

Science, at least two units:

chemistry, one unit; physics; general science; biology.

Electives, enough units to make the total sixteen.

## Personal Requirements

Because more applicants can meet the academic requirements than can be accommodated in the School, the faculty attempts to choose through a Committee on Admissions (whose decisions are final) those likely to profit most by the instruction offered. The Committee requires that each prospective student arrange an interview with a representative of the Committee on Admissions of the School of Hotel Administration, and that each prospective student take the Scholastic Aptitude Test or the American College Tests.\* Applicants are requested to furnish one picture (passport size) at the time of the interview.

All candidates for admission to the School of Hotel Administration are required to present themselves for a personal interview with a representative of the School's Interview Committee, who will administer a short test at the time of the interview. Therefore, candidates who can conveniently visit Ithaca are urged to do so. They will profit by an acquaintance with the University, its facilities, and its staff. In requesting an interview, applicants should indicate their preference of a date and hour, giving alternative times, if possible. Interview deadlines are March 15 for students applying for fall semester and November 15 for those applying for spring semester. For those candidates who live a considerable distance from Ithaca (for example, outside the Northeast), arrangements can be made for interviews in a city near them. Requests should be addressed to the Admissions Officer, School of Hotel Administration, Statler Hall.†

The Scholastic Aptitude Test is given by the College Entrance Examination Board six times a year at points all over the country and in the larger cities abroad. The prospective student should plan to take the test no later than December or January, making arrangements at least a month in advance with the College Entrance Board at Box 592, Princeton, New Jersey 08540, or at Box 1025, Berkeley, California 94701. Information regarding the American College Testing Program can be

\* By exception this requirement is waived in the cases of applicants who are college graduates possessing Bachelor's degrees, and in the cases of applicants whose mother tongue is not English.

† Not all prospective students, however, can readily come to Ithaca. To meet their needs, arrangements also have been made with graduates and others active in the hotel and restaurant business in most of the principal cities of the world to serve as interviewers. Prospective students should inform the School of their choice of time and place for the interview by writing directly to the School of Hotel Administration, Statler Hall.

obtained at Box 168, Iowa City, Iowa 52240. The scores must be forwarded by the testing agency to Cornell University.

The procedures involved in securing admission may appear somewhat involved. They are designed, however, to protect the prospective student. Only those are admitted who seem likely to be able to carry a rigorous college program and who seem likely later to be successful in the industry. The risk of future failure or disappointment is thus reduced to a minimum. To provide ample time for all the arrangements, the formal application for admission must be filed before February 1 for students planning to enter in September.

Applicants should consult the *Announcement of General Information* for details regarding applications, and medical requirements that must be met either before or during the registration period. The *Announcement* may be obtained by writing to: Cornell University Announcements, Edmund Ezra Day Hall, Ithaca, New York 14853.

## Transfer Students

With the approval of the Committee on Admissions, students may be admitted to the School with advanced standing from other institutions of college level. To such students, credit will ordinarily be given against the specific degree requirements for those courses for which substantially equivalent work has been done. For that portion of the student's work not applicable to the specific requirements, credit up to 24 hours will ordinarily be given against the requirements of 122 hours. The total of transfer credit allowed may not exceed 60 semester hours. Transfer students will be held, as with nontransfer students, for the completion of the hotel-practice requirement before the last term of residence. When they apply for admission, they are expected to take the Scholastic Aptitude Test (except for bachelor's degree holders), and to present themselves for interviews. Formal applications for admission for those contemplating September entrance should be filed before February 1 with the University Office of Admissions, Day Hall. The spring term application deadline is November 1. A non-refundable \$20 application fee is required. Students will be accepted on transfer from junior colleges, but only if their records show them to be fully qualified for rigorous advanced college work. In each case the preparatory school record must meet Cornell entrance standards, and the junior college record must be of superior grade. No prospective student planning on eventual enrollment in the School of Hotel Administration at Cornell should embark first on a junior college program as a means of avoiding Cornell entrance requirements or as a matter of economy. Students with entrance

deficiencies should remedy them. Those who lack funds should apply for scholarship aid.

## Foreign Students

Students from foreign countries who present satisfactory evidence of adequate capacity and training may be admitted to the School. Since their previous education usually does not conform, point by point, to that required of the native student, some latitude may be granted with respect to exact secondary entrance units. It remains essential, however, that the foreign student possess an educational background at least tantamount to the twelve years of secondary schooling required of native applicants, and that the caliber of academic performance be high. If the applicant's native language is not English and he or she has not been educated in English-medium schools for at least two years, it will be necessary to present results of the Test of English as a Foreign Language (TOEFL). Registration information can be obtained by writing to the Educational Testing Service, Box 899, Princeton, New Jersey 08540. To qualify as a transfer student, he or she must have completed a minimum of fifteen credit hours of college-level work.

To be eligible for financial aid foreign students must first support themselves for one year. For further information regarding student aid see pp. 25-34.

All prospective students, wherever they may be located, are required to arrange for an official interview by writing directly to the School of Hotel Administration. Interviews can often be scheduled within the applicant's own country with a representative of the School.

## Special Opportunity Programs

Cornell University administers a variety of special opportunity programs designed to provide financial assistance and other forms of assistance to low-income, minority students and others meeting program guidelines. Special programs exist to aid in increasing representation of students from minority groups present in New York State who historically have been underrepresented in higher education. For details, prospective students should consult the *Guide for Candidates* which accompanies each undergraduate application or will be sent upon request by the Office of Admissions, Cornell University, 410 Thurston Avenue, Ithaca, New York 14853.

## Graduate Program

### Admission

Advanced degrees in the field of hotel, food service, and travel industry management have been offered at Cornell University since 1929.



Recently, the School of Hotel Administration and the Graduate School have initiated the Master of Professional Studies (M.P.S.), a new advanced degree in hotel administration.

Holders of the bachelor's degree who are candidates for admission must fulfill the personal admission requirements described on p. 20. Like all other candidates for admission, they present themselves for a personal interview, but they are not required to take the College Board's Graduate Record Examinations. Those who have taken this test, however, are asked to have the Board transmit their scores.

### Applications

Application forms and information about general requirements for admission may be obtained from the Graduate School, Cornell University, Sage Graduate Center, Ithaca, New York 14853. Inquiries concerning interview arrangements, information about the School's program, requirements for graduation, and financial aid should be directed to Dr. Stanley W. Davis, Graduate Faculty Representative, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.

A limited number of teaching and other assistantships is available to qualified graduate students. Inquiries should be addressed, after the candidate has been accepted as a candidate for an advanced degree, to the Dean's Office, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.

### M.P.S. Degree

The M.P.S. degree is available to students who already possess a bachelor's degree from an accredited institution in an area other than hotel administration. It also allows students who have received a B.S. in hotel administration to continue their education on a graduate level that is less research inclined and more professionally oriented than a Master of Science.

M.P.S. applicants are asked to offer twelve of the following eighteen credit hours as prerequisites to entering the M.P.S. program:

	Credit Hours
Accounting	6
Economics	6
Psychology	3
Industrial Psychology or Personnel Administration	3
Total	18

If fewer than twelve prerequisite hours are offered, the deficient hours will be added to the sixty-four required for graduation.

There are three different component parts or tracks of the M.P.S. degree program. The curriculum varies for the three tracks according to areas previously studied.

Track I is a two-year program covering the broad spectrum of hotel management and is available to students who possess a four-year degree in an area other than hotel administration. Track II is for students who possess a B.S. in hotel administration from an institution other than Cornell University, and requires from one to two years to complete. Track III is for students who hold a B.S. in hotel administration from Cornell University, and normally requires one year for completion. For further information about the curriculum, see pages 40-41.

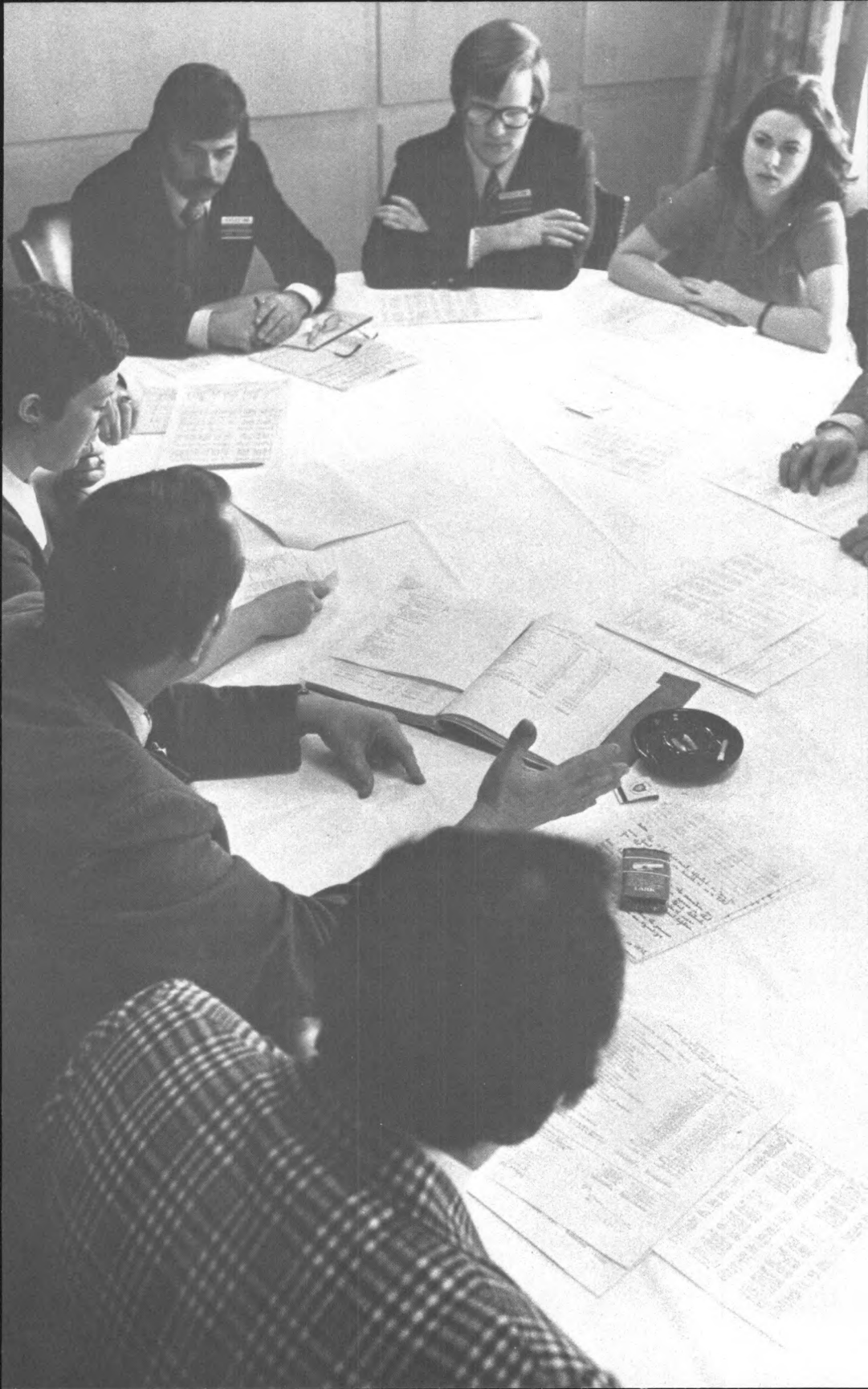
In order to qualify for the M.P.S. degree, each student is required to write an investigative report under the guidance of an adviser. A practice requirement must also be met.

### M.S. and Ph.D. Degrees

Persons interested in obtaining the Master of Science degree from the School must first fulfill the School's regular B.S. degree requirements in hotel administration. The Master of Science normally requires one full year of residence beyond the bachelor's degree and completion of an acceptable original thesis. Exceptionally well-qualified graduates of the M.P.S. and M.S. degree programs may be accepted for work toward the Ph.D. degree.

Dr. Stanley W. Davis, graduate faculty representative, explains the three-track M.P.S. degree program to two candidates.





## Cornell University

# Finances

The School is fortunate in having extensive scholarship resources donated by generous friends and alumni in industry. As the costs of education increase, more entering students are unable to meet these costs without assistance. Thanks to the scholarships mentioned below, the School is able to offer grants and short-term loans, as well as job opportunities within the framework of either the Work-Study or the Practice Requirement Programs.

The Work-Study Program, available to a limited number of juniors and seniors, provides supervisory positions in the School-operated Statler Inn. The Practice Requirement Program offers part-time employment in many areas of the Inn. In addition to these programs there are teaching assistantships in the School open to seniors and graduate students. Applications for these positions may be submitted after the student has completed one full year at the School.

Other opportunities are available to the student wanting to be self-supporting. During the academic year, students can ordinarily earn their room or meals, thereby reducing their school year budget. While many earn more, their sacrifice of time and energy limits their academic attainment, especially during the first year. Savings from work during the summer and the winter intercession range from \$600 to \$1,500.

For detailed information regarding tuition, fees, and expenses students may send for the *Announcement of General Information*, Cornell University Announcements, Day Hall, Ithaca, New York 14853.

In brief, the student will be held, on registering each semester, for tuition of \$1,887.50.\* Living expenses depend upon the student's taste and standards and probably range upwards from \$1,000 a term. Thus, for the school year of nine months, an approximate total of about

\* Tuition may be changed by the Board of Trustees to take effect at any time without notice.

\$6,200 is needed. Clothing, transportation, and fraternity dues are not included.

## Scholarships and Other Aids

Many students displaying real promise and ability simply cannot meet their financial obligations without substantial scholarship assistance. The veteran is likely to find it necessary to supplement his G.I. aid. The School of Hotel Administration has developed considerable financial aid and loan resources so that many worthwhile young people can count on assistance. Attention is called to the fact, however, that the School can only supplement personal resources.

Financial aid is available from the general scholarship fund of the University and a number of Hotel School scholarships. Aid is available through work opportunities in the Statler Inn and Club, on the campus, and in the community. Loan funds supported by friends and alumni are also available.

## Applications

### Freshman Applicants and Transfer Students

seeking scholarship aid through any of the scholarships awarded by Cornell University may become applicants by filling out the financial aid form sent with the Cornell admission application. It is also necessary for students, except for veterans and those over twenty-five years of age, to file Parents' Confidential Statement forms obtainable from their high schools.

The application is handled through the College Scholarship Service, which centrally processes scholarship applications for many universities so that information provided for Cornell is available for use by all other participating institutions as well. The application then becomes valid for any scholarship open to Cornell students, for any scholarship awarded by the School of Hotel Administration, and for such scholarships at other institutions as may be

Student department heads of Statler Inn are members of the Work-Study Program on campus. In the photo, Commander Normand Peckenpaugh (U.S. Navy, Ret.), general manager, reviews weekly operating figures. To his right (*back to the camera*), Thomas C. Chevoor monitors the discussion as part of his coordination of off-campus work programs.

indicated. The application for financial aid is due with admission application (form I) for freshman applicants and admission application (form II) for transfer applicants. All materials in the admission application packets should be thoroughly examined and all pertinent information submitted.

In the awards, consideration is given to the financial situation of the student and his or her family and to the student's academic ability as evidenced by preparatory school records, scholastic aptitude test scores, and the interview.

Prospective students are eligible also for a number of scholarships awarded by non-Cornell agencies. Some of them are described on p. 32. New York State offers various types of financial assistance to qualified college students who are State residents. Information may be obtained by writing to the Regents Examination and Scholarship Center, New York State Education Department, Albany, New York 12201.

**Continuing Students** already enrolled in the School may obtain information regarding scholarship application at the School Financial Aid Office. The application forms are available at the University Financial Aid Office at Day Hall and must be completed and returned to that office on or before the date due. In making the award to a continuing student, consideration is given to need as evidenced by the family's financial situation, and by the student's scholastic record and overall promise.

**International Students** (including residents of Canada) may apply for Cornell University aid as directed in the admission materials. However, they are not eligible to apply for aid from School of Hotel Administration scholarship funds until successfully completing one full year at the School. Exceptions to this are considered only for scholarships specifically donated for students from a specified country (see scholarship listings). A letter requesting information about application for such an award may be directed to the Financial Aid Office, School of Hotel Administration, Cornell University, Ithaca, New York 14853.

## Scholarships Awarded by the School

**The Laventhol & Horwath Scholarship**, endowed by the original firm of Horwath & Horwath as the School's first scholarship, now adds to the income on the endowment an amount to bring the annual total available to \$1,500.

**The Needham and Grohmann Scholarship**, established in 1933 by the advertising agency of that name, entitles the holder to \$500 a year, and recognizes particularly scholarship in hotel advertising.

**The A. E. Stouffer Scholarship**, established by the Stouffer Corporation, operators of the Stouffer Restaurants in Cleveland, Detroit, Philadelphia, Pittsburgh, New York, and Chicago, entitles the holder to the income available from the A. E. Stouffer Scholarship Endowment Fund and recognizes particularly scholarship in subjects related to restaurant operation.

**The New York State Hotel and Motel Association Scholarship**, supported by subscriptions from members of that association, provides stipends of varying amounts. In the award, preference is given to residents of New York State.

**The Partridge Club Scholarship**, established by the Partridge Club of New York, Inc., is supported by an annual grant of approximately \$1,000. The award is open to a needy student who is a citizen of the United States and a resident of metropolitan New York.

**The Thomas L. Bland Scholarship**, consisting of the income available from a bequest, is given to a "deserving and needful person," preference being given to residents of the late Mr. Bland's native state of North Carolina.

**The F. and M. Schaefer Scholarship** was established in 1940 by an endowment as a memorial to Frederick and Maximilian Schaefer, founders in 1842 of the F. and M. Schaefer Brewing Company. In making the award, preference is given, where equitable, to students from New England or the Middle Atlantic states.

**The Ralph Hitz Memorial Scholarship** is supported by an endowment contributed by his friends to honor the memory of the late Ralph Hitz, founder of the National Hotel Management Company.

**The Herbert L. Grimm Memorial Scholarship** consists of the income from an endowment contributed by the friends of the late Mr. Grimm through the Pennsylvania Hotels Association, of which he was for many years an active member.

**The Albert Pick Hotels and Motels Scholarship** is supported by an annual donation of \$500 from Albert Pick, Jr., president of the Pick Hotels Corporation, Chicago, Illinois.

**The Duncan Hines Foundation Scholarships** are grants of \$1,000 donated by the trustees of the Duncan Hines Foundation, for the benefit of students "engaged in special studies in foods, food values, dietetics, culinary arts, and similar subjects."

**The John Sherry Scholarship** was established in recognition of Mr. Sherry's many years of voluntary service on the faculty.



**The Anheuser-Busch Scholarships**, supported by an annual donation of \$2,500, are awarded on the basis of academic excellence, financial need, and leadership qualities.

**The Frank A. McKowne Scholarship**, originally established by the School itself in memory of Mr. McKowne and in recognition of his many years of service as chairman of the Committee on Education of the American Hotel Association, was endowed in 1952 by the Statler Foundation, of which he was for many years a trustee. Grants are made according to need in amounts of up to \$1,500 a year.

**The McCormick and Company Scholarship** is supported by an annual grant of \$600 from McCormick and Company of Baltimore. It is awarded to students in need of financial assistance who, in respect to superior character, interest, and scholarship, give evidence of being worthy recipients.

**The Hotel Association of New York City Memorial Scholarships**, established by that association as memorials to its deceased members, are supported by annual grants of \$1,000. The awards are open to needy and worthy students from the area of metropolitan New York. Preference is given to children of hotel workers.

**The Ellsworth Milton Statler Scholarships** were established by the Statler Foundation in memory of the founder of Hotels Statler Company, who was the donor, through the Foundation, of Statler Hall. The scholarships are awarded to promising needy students and carry an annual stipend of \$500 to \$2,500 each, according to the need.

**The Pittenger Scholarship** was created from a bequest by the late George W. Pittenger, for many years an officer of the American Hotel Association. The award is open to a worthy student from Switzerland.

**The Callis Scholarship**, initiated through the generosity of the late Mr. H. B. Callis, long-time friend of the School, in the name of his two sons, E. C. Callis '42, and H. B. Callis, Jr. '49, is supported by the income from an endowment fund.

**The Howard Johnson Scholarships**, initiated in 1955, are maintained by annual grants from the Howard D. Johnson Company. One or more scholarships are awarded on the basis of promise and need, with preference to those with a past affiliation or a career interest in the company.

**The National Association of Hotel and Restaurant Meat Purveyors Scholarship**, awarded on the basis of need and without

regard to race, religion, or national descent, provides \$250 annually.

**The Hilton Hotels International Scholarship** of \$2,000 was established by Conrad N. Hilton to be awarded each year to outstanding foreign students whose scholastic record and personal character and attributes make them worthy of recognition.

**The H. B. Meek Scholarship** was initiated by E. Lysle Aschaffenburg, who solicited contributions from friends and alumni.

**The Scholarship of the New York City Chapter, Cornell Society of Hotelmen**, is maintained by contributions from members of the Chapter. In the award, preference is given to candidates from the metropolitan New York area.

**The Scholarship of the Philadelphia Chapter, Cornell Society of Hotelmen**, is maintained by contributions from members of the Chapter. Preference is given to candidates from the Philadelphia area.

**The John Courtney Memorial Scholarship** was established by the Cornell Society of Hotelmen, the organization of the alumni of the School of Hotel Administration, in memory of John Courtney, a member of the School's first graduating class, a long-time member of its faculty, and secretary of the Society from its founding in 1928 to his death in 1957. Members of the Society and friends established an endowment, the income from which provides one or more annual awards.

**The Club Managers Association Scholarship** is supported by annual donations in varying amounts from the Club Managers Association of America.

**The Grossinger Scholarships**, established in tribute to Mrs. Jennie Grossinger, are supported by annual grants of \$250 each from Mrs. Grossinger's son Paul '36, and from the Grossinger Hotel.

**The Pleasant Valley Wine Company Grant** is supported by an annual contribution of \$1,000 for worthy students of the School of Hotel Administration, with preferences given to those who are employed at the Statler Inn.

**The Sheraton Foundation Scholarship** of \$2,000 was established by that organization to provide two or more awards to deserving students.

**The Corning Glass Works Foundation Scholarships**, originally established in 1960, were later endowed through a centennial campaign gift and the income is awarded annually on the basis of merit and need.

**The Taylor Scholarships** are provided from the income of a \$1 million endowment to the School in replacement of the Taylor Scholarship Foundation established and directed during his lifetime by the late S. Gregory Taylor, former president of the Hotel St. Moritz in New York City. It was later directed by his brother, Charles G. Taylor, and presently by the latter's widow, Marica A. Taylor. Awards are made to outstanding students on the basis of scholarly achievement, evidence of high moral character, promise of leadership in the hotel and restaurant field, and financial need. Awards up to a maximum of \$3,000 annually are determined by the individual applicant's resources and needs. All students accepted by or currently enrolled in the School of Hotel Administration at Cornell are eligible, but preference is given to those of Greek descent.

**The National Distillers Products Scholarship** is supported by an annual grant of \$1,000 from the National Distillers Products Company.

**The Cornell Society of Hotelmen Memorial Scholarship** is supported by the income from an endowment established by individual subscriptions and a grant from the Society as a continuing memorial to deceased alumni and friends of the School of Hotel Administration, currently including: Isabelle Anderson, Joan Anthony, James H. Barrett, Leslie Bentley, Robert Buell, Morgan R. Cary, Charles Christoph, Walter Clist, Jr., John M. Crandall, Russell T. Downs, Clark Fountain, Alfred G. Fry, Ernest Henderson, Robert E. Hewitt, Carl D. Hoffmeister, E. Charles Jackson, C. Frederick Kellogg, Jr., Edgar A. Kudlich, William H. Lodge, Robert E. Love, John J. Lynch, H. Alexander MacLennan, Curtis Mosso, Jess B. Neuhauser, James L. Newcomb, Bruce Parlette, Karl F. Perry, Clifford Reulein, Eben S. Reynolds, Thomas W. Silk, Joseph L. Sochacki, James E. Truban, and Raymond Williams.

**The Howe Folding Furniture Scholarship**, established by the manufacturing firm of that name, is supported by an annual grant of \$500 and particularly recognizes interest and scholarship in the field of convention hotel operation. Preference is given to members of minority groups.

**The Dorothy and Charles '26 Sayles Grant-in-Aid** is open to a needy and promising hotel student who has completed at least one term in the School of Hotel Administration.

**The Merle Marcus Memorial Scholarship** is an annual donation of \$100 in memory of a deceased member of the Southern California Chapter of Hotel Sales Management Association.

**The Max and Ethel Malamut Foundation Award** was established by Lewis '49 and Gary P. '54

Malamut in honor of their parents. The annual award of \$250 is available to a resident of New Jersey.

**The Paul T. Kilborn Memorial Scholarship** was established in memory of Mr. Kilborn, a leader in the hotel industry throughout his life, and is maintained by an annual gift of \$1,000 from his son and daughter-in-law, Paul '50 and Justine Kilborn. In keeping with Mr. Kilborn's practice of sponsoring immigrants to this country, the award is made to a needy foreign student who might otherwise be unable to attend Cornell University.

**The Marriott Corporation Scholarship Grant**, an annual gift of varying amounts up to \$1,500, was established to assist worthy students in meeting their expenses. Preference is given to students with a personal or family affiliation with the Marriott Corporation.

**The Dubois Chemicals Scholarship** provides an annual gift of \$500 for award to a student of the School of Hotel Administration.

**The Greyhound Food Management Scholarship** was initiated with an unrestricted donation from Greyhound Food Management, Inc., and is supported with an annual contribution in varying amounts.

**The Dewey MacLain Scholarship** was established by the will of Mr. MacLain as scholarships for needy and deserving students in the School of Hotel Administration. Mr. MacLain, a black waiter and bartender, bequeathed his entire estate of over \$100,000 to the School for this purpose.

**The Barney L. Allis Memorial Scholarship**, supported by funds provided annually by Mr. '54 and Mrs. Philip Pistilli, formerly of the Hotel Muehlebach in Kansas City, Missouri, was established in memory of the long-time proprietor of that famous hotel.

**The Mrs. Edmund Ezra Day Scholarship** was established by Brooke Inns, Inc.—John A. Brooke '57, president; David L. Brooke '50, vice president—in honor of the widow of the fifth president of Cornell University. It is awarded to needy students who contribute to the best of their ability to their own support.

**The Sonabend Scholarship** was established in memory of Mr. A. M. Sonabend, founder of the Hotel Corporation of America, with an endowment. The Sonabend Foundation, under the direction of Paul Sonabend '50, contributes annually to the gift and thereby increases the income which is awarded. Preference is given to students from minority races and to sons and daughters of employees of the Sonesta International Hotels Corporation.

**The Sonesta International Hotels Corporation Scholarship** provides an annual award in the amount of \$1,000, with preference given to members of minority races and sons and daughters of employees of the Corporation.

**The Paul Masson Vineyards Scholarship** of \$250 is to be awarded annually to a worthy student whose scholastic records and personal attributes give promise of future achievement.

**The Hospital Food Administrators Association Scholarship** was established by a donation to the School, representing honoraria due speakers at a Hospital Food Administrators Association workshop. Annual contributions by the Association provide an award of \$500.

**Winegardner-Hammons Operations Inc. Scholarship** is supported by an annual gift of \$500 to be awarded to a student with a demonstrated interest in innkeeping. The firm owns and operates Holiday Inn franchises.

**The American Hotel & Motel Association Scholarship** of \$1,000 provides financial aid to needy students of the School of Hotel Administration.

**The A. L. Mathias Scholarship** was established with a gift from George D. Mathias '58 in honor of his father and provides scholarships to worthy students at the School.

**The Western International Hotels Hard Corps Scholarship** provides financial assistance, in the amount of \$700 annually, to students who are interested in managing a hotel.

**Nestle's Catering Service Scholarship**, an annual gift of \$1,000, is available to School of Hotel Administration students from Australia.

**The Metropolitan Club Managers Association Scholarship** originated as an annual award contributed by the Association for a deserving resident of the New York metropolitan area with an interest in club management. In 1974 a fund was contributed by the Association for endowment and the income is to be awarded annually to a student meeting the same specifications.

**The Schenley Affiliated Brands Corporation Scholarships** are supported by annual grants of \$2,500 to be awarded to four or five seniors each year.

**The Alice Seidler Statler Scholarship Fund** was established by the will of the widow of Ellsworth Milton Statler to provide scholarships to assist deserving students to receive their education in the Cornell University School of Hotel Administration.

**The Leonora and Oscar Greene Scholarship** is supported by an annual gift of \$500 for awards to deserving students in the School of Hotel Administration.

**The Rockresorts Scholarship** fund provides \$1,250 annually toward the study expenses and travel costs of one student, with preference given to students from Puerto Rico. Rockresorts, controlled by Laurance S. Rockefeller, is owned in part by Eastern Airlines.

**The Conrad N. Hilton Scholarship** represents an endowment from the founder of Hilton Hotels Corporation, the income from which will be used to assist qualified, needy students in the School of Hotel Administration.

**The Duty Free Shoppers Scholarship** originated with an endowment of \$10,000 by Duty Free Shoppers, Ltd., and annual contributions to date have increased the principal to \$55,000. The income provided is awarded to deserving students, with preference given to residents of the Pacific area.

**The Albert E. Koehl Memorial Scholarship** represents the income from an endowment set up by his friends to honor the memory of Albert E. Koehl '28; awarded annually to a deserving student.

**The Howard Conrad Memorial Scholarship**, established with funds contributed by family and friends in memory of Howard Conrad, father of H. Phillip Conrad '70, is awarded to deserving students.

**The Forster Educational Foundation Scholarship**, an annual gift in varying amounts, provides awards up to a total of \$5,000 to several students majoring in accounting.

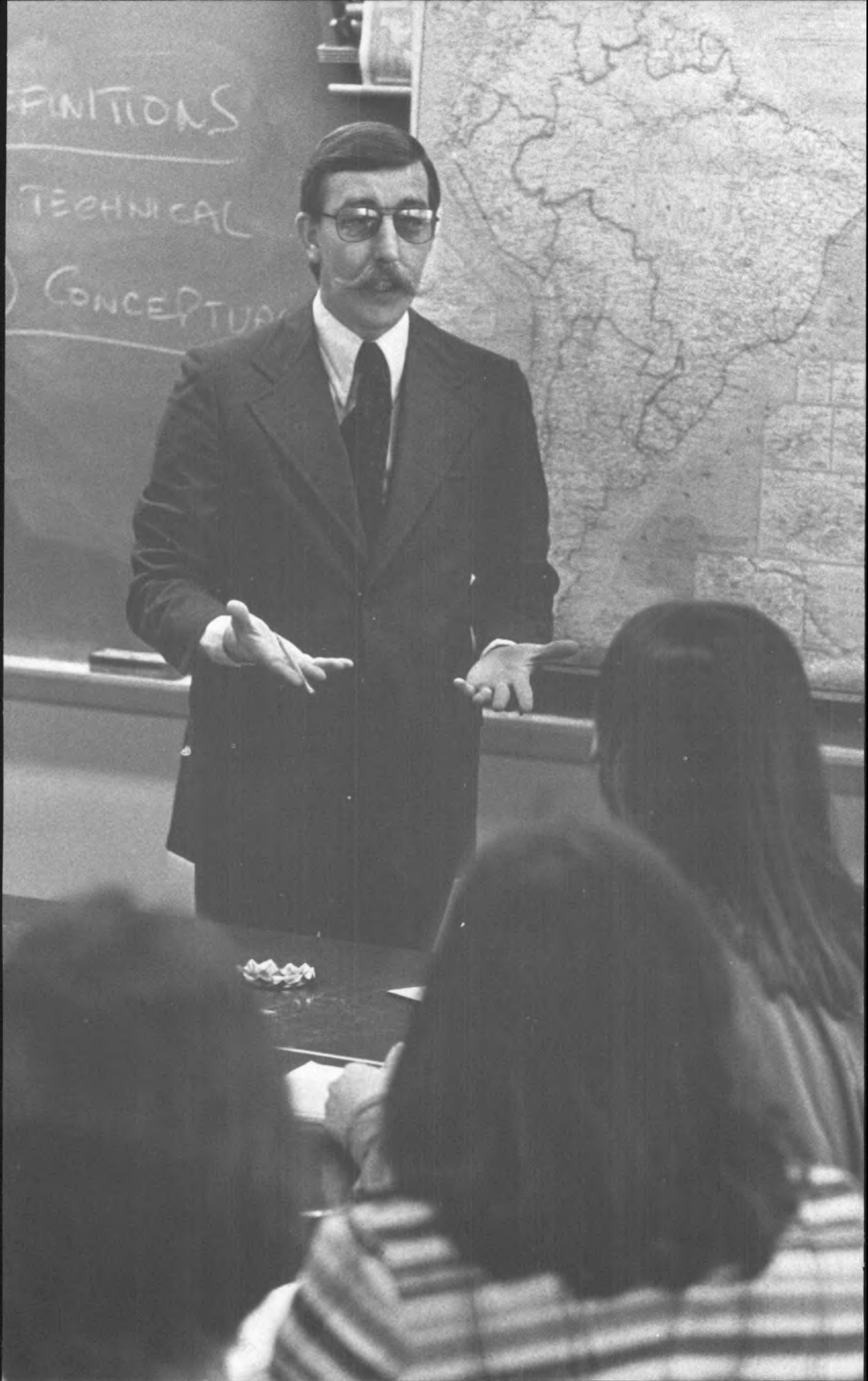
**The Lex Hotels Scholarship**, established by that company, is available to British students and is awarded on the basis of merit and need.

**The Pancake Man Restaurants of Cape Cod Scholarship**, an annual gift of \$500, is awarded to a worthy upperclass or graduate student whose special interest is in the restaurant industry.

**The John Charles Redmond Scholarship**, established with an initial contribution of \$1,250, is awarded as one or two scholarships to worthy and needy students.

**The Mr. and Mrs. James J. O'Donnell Scholarship**, established by the John C. O'Donnell '52 family in honor of Mr. and Mrs. James J. O'Donnell, is awarded to a deserving student.

**The Chinn Ho Foundation Scholarship** consists of \$1,000 annual grants from the Foundation for one Oriental student from the Pacific Basin.



The Scholarships are awarded at the recommendation of the Hotel School Scholarship Committee with the approval of the Director of the Chinn Ho Foundation.

**The School of Hotel Administration 50th Anniversary Scholarship** was established in 1972 with an endowment of \$10,000, contributed by alumni and friends of the School commemorating that occasion. The income is used for scholarships at the School.

**The Frederick G. Ashe Memorial Scholarship** was established to honor a former student, Frederick G. Ashe, with contributions by his parents, Mr. and Mrs. Arthur J. Ashe, his brothers, Dr. Arthur J. Ashe III and Mr. William C. Ashe, and his friends. Income from the endowment is used to aid students needing financial assistance to complete the last one or two years of study at the School.

**The Martin Samuels Memorial Scholarship** was established to honor Mr. Samuels by his daughter and son-in-law, Ruth and Harry Schapiro, with an endowment of \$5,000 to provide an annual scholarship award to a deserving student.

**The Jeremiah J. Wanderstock Memorial Scholarship** was established to honor the memory of Dr. Wanderstock, a long-time professor at the School of Hotel Administration. The fund of \$10,000 is endowed and the income used as scholarship awards for deserving students.

**The Clarence W. Wannop Memorial Scholarship** was established as an endowment with a total contribution of \$10,000 by Henry W. and John W. Wannop (both '42) to honor the memory of their father. The income provides an annual award to a deserving student in the School who is a citizen of the U.S. and who has a definite interest in the resort hotel or resort club business.

**The U.S. Navy Medical Service Corps Scholarship**, originated to commemorate the twentieth anniversary of the program for training in food service for Navy men attending the School of Hotel Administration, is supported by gifts from graduates of the program.

**The Christopher Ryder House Scholarship** is contributed by the owner of this well-known restaurant, Mr. Donald Kastner '43, as an annual gift in amounts up to \$500 which is awarded to a deserving student.

**The Julius Wile Scholarship**, established as an endowed fund in 1972 with a gift of stock, provides an annual award to a needy and deserving student.

**The Lee F. Dickinson Memorial Scholarship** was established with an initial gift of \$2,000 by Mr. Philip D. Rowe Jr. '48, to honor his grandfather. Contributions to this fund will be awarded to deserving students.

**The Welch Foods, Inc. Scholarship** provides one or two annual awards totaling \$1,000 to aid needy and worthy students.

**The School of Hotel Administration Scholarship** is funded by gifts of varying amounts received from alumni and friends to provide annual scholarship awards to needy, deserving students.

**The William Wallace Dietz Memorial Fund** was established with an endowment of \$5,000 in 1974 by the colleagues and friends of Mr. Dietz who was affiliated with the hospitality industry in the Monroe County area of New York State. The income will provide annual awards to deserving students, with preference given to residents of Monroe County.

**The Alameda Plaza Hotel Scholarship** was established by a gift from the J. C. Nichols Co., owner of that famous hotel. Mr. Philip Pistilli '54, president of the Hotel, specified that preference be given to a daughter or son of an Alameda Plaza Hotel or J. C. Nichols Co. employee.

**The Knorr-Swiss Products Scholarship**, established by a gift from the Mr. E. A. Tosi and Sons Co., Inc., provides an award of \$500 for a deserving student.

**The Lenox Hotel of Boston Scholarship**, established by a gift from that famous hotel, provides an award of \$500 to a capable upper-class student, with preference given to a student interested in the management of independent hotel properties.

**The Theodore W. Nyerges Memorial Scholarship** is provided through a gift in his memory by nine fellow alumni. The award in varying amounts is presented annually to a deserving student.

**The Roy H. Park Scholarship** is a gift contributed by Mr. Park and the Park Foundation to be awarded to a deserving student.

**Club Managers Association-New York State Chapter** contributes a gift of \$250 to be awarded to a deserving student, with preference given to students with an interest in club management.

**The Richard J. Bradley '63 Scholarship** was established in 1975 with a gift for endowment in perpetuity, the income of which is awarded annually to needy and worthy students.

Malcolm Noden explains to a tourism class that travel involves far more than hotel and resort development.



**The Ben Slutsky Memorial Award** was originated with a three-year annual contribution by the Brookshire Foundation in memory of Mr. Slutsky, a leader in the development of the Catskill Mountains in Ulster County as a year-round resort area. In 1975 a gift from Ben Slutsky's wife and son, Charles R. '62, was added to the original memorial for an endowment. The income provides an annual award to a student with an interest in resort management with preference given to residents of Ulster County.

**The Thomas A. Ryan Loan and Scholarship Fund** is supported by contributions in his memory. Mr. Ryan's association with the L. J. Minor Company, food products manufacturer, created a strong friendship with the School faculty and alumni.

### Scholarships Awarded by Other Agencies

The following scholarships, open to students or prospective students in the School of Hotel Administration at Cornell University, are awarded by the agencies indicated. The special procedures for applying should be noted.

**The Statler Foundation Scholarships** are granted to students enrolled in courses in hotel administration and are administered through various state hotel and motel associations. Students at Cornell have been assisted through the Indiana, New Jersey, New York State Hotel and Motel Associations, and the Pennsylvania Hotel-Motor Inn Association.

**The Adrian Phillips Educational Fund** was established by the Hotel Sales Management Association to honor Mr. Phillips, their first executive vice president, who conducted a course in hotel sales promotion at Cornell University for twenty-five years. The scholarships are open to students holding membership in the Hotel Sales Management Association chapters at various hotel and restaurant schools. Information and applications for Cornell students may be obtained from the student chapter president at Statler Hall, Cornell University, Ithaca, New York 14853.

**The National Institute for the Foodservice Industry Scholarships** are sponsored by the Institutional Foodservice Manufacturers Association (IFMA). Applications may be obtained at the School's financial aid office or by writing to the National Institute for the Foodservice Industry, 120 South Riverside Drive, Chicago, Illinois 60606.

*The NIFI-Heinz Scholarships* are awarded annually in amounts up to a maximum of \$3,300 for a three-year period to five students en-

rolled in a food service management program. Students are eligible only after completion of the freshman year in a senior college or on transfer with one or two years credit from a junior college.

*The Golden Plate Scholarships.* Several awards in the amount of \$600 are made annually to students enrolled in a college-level food service management program.

*The NIFI Graduate Fellowship* in the amount of \$2,000 is awarded on a competitive basis to a teacher or administrator who has undertaken, or is about to undertake, a program leading to a graduate degree to improve skills in teaching or administering occupational food service education.

*The NIFI Teacher Training Grants.* Seven awards, each in the amount of \$500, are granted on a competitive basis to teachers and other faculty members who are instructing, or scheduled to instruct, courses preparing students for occupational food service careers. Applicants must have undertaken, or be about to undertake, training programs (academic, in-service, on-the-job, or other) to improve their qualifications for teaching food service courses.

**The Arthur L. Roberts Memorial Scholarship Fund** was established in memory of the late Arthur L. Roberts, who for many years was one of the country's outstanding hotelmen. The scholarship, awarded to a student enrolled in the School of Hotel Administration at Cornell, will provide a maximum of \$2,000 per year for four years. This award is open to applicants who are residents of the state of Minnesota, or to a child or grandchild of a former employee of Mr. Roberts or of the Arthur L. Roberts Hotel Company. Awards are made by a selection committee appointed by the trustees of the fund.

**Food Service Executive Association Scholarship Grants** for the purpose of assisting deserving students enrolled in post high school, full-time courses in food service and/or management must be applied for through a chartered branch of that organization. Grants are in the amount of \$250 and applications must be submitted before March 1. For information regarding addresses of branch offices contact the Food Services Executives Association Office located at 508 IBM Building, Fort Wayne, Indiana 46805, or the School Financial Aid Office at Statler Hall.

A limited number of Statler Foundation grants also are administered through the Food Service Executives Association. A special application form is used but the completed forms should be submitted in the same manner as the FSEA grants.

**The Eastern Airlines Scholarship** is available to Puerto Rican students who are graduates of the Puerto Rican Hotel School, a two-year program under the direction of the Cornell School of Hotel Administration faculty. Inquiries should be addressed to the director of the Puerto Rican Hotel School, Racquet Club, P.O. Box 12112, Isla Verde, San Juan, Puerto Rico.

## Grants and Assistantships

In addition to the scholarships named above, Hotel students are eligible for the general University scholarships (see the section above concerning application for the various scholarships). These include: the Cornell National Scholarships, carrying ranging values; the University Undergraduate Scholarships; and the federal and state government grants.

## Loans

Loans to promising students in need of assistance have been made possible by gifts to the University. It is a general policy to grant loans only to students who have completed at least one term at Cornell. Application should be made at the Office of Scholarships and Financial Aid, Day Hall.

Short-term loans in small amounts are available through the School of Hotel Administration Loan Funds. For information, contact either the office of the Cornell Society of Hotelmen (W-104) or the School's Financial Aid Office (335-A), located in Statler Hall.

**The Cornell Society of Hotelmen Loan Fund** was established by the Society to provide short-term loans in small amounts.

**The Ye Hosts Loan Fund** was established by this recognition society of the School for students in need of temporary financial assistance.

**The Raymond M. Cantwell Loan Fund** was established by Mr. Cantwell '52, with a check he received as winner of an Idea Bank Contest conducted by Admiral Sales Corporation. The money is available on easy terms.

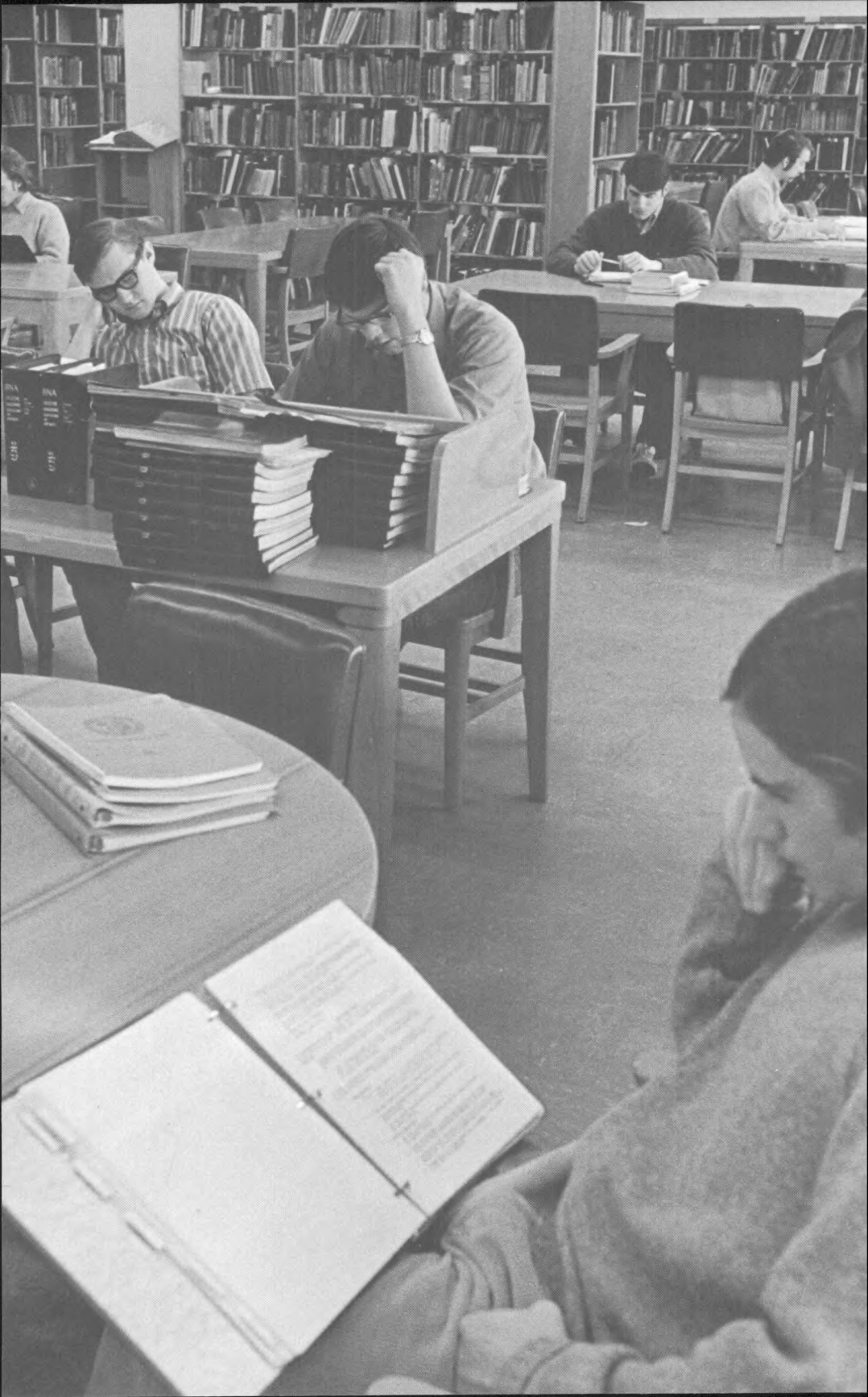
**The Barney L. Allis-Louis and Dorothy Kovitz Scholarship Loan Fund** was established by Dr. and Mrs. Louis Kovitz and Mrs. Susi Allis Kohan, relatives of one of America's distinguished hotel men, as a lasting and fitting tribute to the memory of Barney L. Allis, long-time proprietor of the Hotel Muehlebach in Kansas City, Missouri.

**The Dr. V. Allen Christian Student Loan Fund** was established with an initial gift of \$1,000 from Professor V. A. Christian '61 in memory of his father. Loans are to be made to worthy students in the School of Hotel Administration who are in need of funds for a short period of time.

**The Grohmann Scholarship and Loan Fund** in the initial amount of \$25,000 was established by the H. Victor Grohmann '28 family for worthy and needy undergraduate or entering Cornell University students. Loans are to be made on a short-term basis at no interest. Preference is given to students in the School of Hotel Administration, varsity athletes, fraternity men, sorority women, and foreign students.

**The Terrance Harland Memorial Loan Fund** was established with an initial contribution by Professor Vance Christian '61 in memory of Terrance Harland, son of Mr. and Mrs. John Harland of the Miami Beach Holiday Inn; used to support loans to needy and worthy students. Additional donations were made in 1972.

**The Donald N. Pritzker Memorial Foundation Loan Fund** was initiated with a contribution of \$5,000 to be used according to the procedures and policies determined by the dean and other members of the School's Committee on Scholarships and Loans.





## Programs Leading to Academic Degrees

The opportunities for the student to achieve a fulfilling career in the lodging, food service, and travel industries are manifold. These industries have undergone tremendous change and development during the history of the School and today are among the most challenging and rapidly expanding fields of human endeavor.

For more than fifty years, the School's graduates have found that their basic educational preparation provided them with a desirable background to become leaders in these industries and to help shape industry development around the world. During the intervening years, the School's curriculum has benefited from the close guidance of these industry leaders.

Thus, the programs leading to the undergraduate bachelor's degree represent the combined efforts of university educators and of those who are closely attuned to the educational needs of industry. For this reason, the programs outlined below include courses in the liberal arts, some of them specifically named and others to be taken as free electives, and basic courses dealing with the fundamental concepts of the industries that the student is preparing to enter.

The basic program leading to the degree in hotel administration, as set forth below, can be further enriched with a broad selection of elective courses offered by the School and elsewhere in the University. For instance, the student wishing to specialize in financial management, in food and beverage management, or in any other area will find an extensive list of elective courses offered within the School and a suggested list of courses offered by other University divisions, in the next section, "Description of Courses."

Students wishing to earn an advanced degree have an equally broad selection of courses designed to fulfill their specific needs. Graduate students are enrolled in programs that link their previous educational background with the concepts and training basic to industry requirements. For further information on graduate degree programs, the reader should contact

Professor Stanley W. Davis, Graduate Faculty Representative, School of Hotel Administration, Cornell University, Ithaca, New York 14853.

## Requirements for Graduation

Regularly enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements follow:

1. Completion of eight terms in residence.\*
2. Completion, with a minimum average of 2.0, of 122 credit hours required and elective as set forth in the table on p. 36.
3. Completion of two units of practice credit before entering the last term of residence, as defined on pp. 36-37.
4. Completion during the first four terms of residence of the University requirements in physical education (see p. 37).

Suggested programs of courses arranged by years appear on pp. 37-39. The specifically required courses indicated account for 85 of the total of 122 hours. From the hotel electives (pp. 39-40) some combination of courses totaling at least 13 credit hours, is to be taken. The remaining 24 hours may be earned in courses chosen at will from the offerings of any college of the University provided only that the customary requirements for admission to the courses chosen are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere and Cornell students who propose to attend any other university, with the expectation that credit thus earned might be counted toward the Cornell degree in hotel administration, should obtain the approval of the School in advance. Credit will not be allowed otherwise.

\* Students transferring from other colleges and universities may be allowed appropriate credit against the residence requirements at the time of admission. In addition, in individual exceptional cases, the faculty may elect to modify the residence requirement.

Credit earned in the courses in military science or air science or naval science may be counted in the 24 credit hour group of free electives. Both men and women students are required by the University Faculty to take four courses in physical education, but no credit for the academic degree is allowed for these courses.

### Grading System

Letter grades ranging from A+ to F are given to indicate academic performance in each course. These letter grades are assigned a numerical weight for each term average as follows: A equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; F to 0.0. For good standing, the student should maintain a minimum average of 2.0. In order to graduate, a cumulative average of 2.0 and a final term average of 2.0 are required as minimums. Of the *free* elective courses for which a student may be enrolled in a given term, a maximum of three credits may be on a "satisfactory-unsatisfactory" basis. This provision is exclusive of any hotel administration courses offered only on an S-U basis such as H.A. 112, 115, and 312.

Students whose term average is at least 3.3 and composed of at least twelve credit hours of letter grades, with no unsatisfactory or incomplete grades, are honored by being placed on the Dean's List.

### Practice Requirement

As part of degree requirements, each undergraduate enrolled in the School of Hotel Administration must complete a minimum of two summer periods of ten weeks each of full-time, supervised employment and file acceptable reports for each work period.\* Optionally, this

\* As set forth in the Practice Instructions supplied on request to the School of Hotel Administration, Cornell University, Ithaca, New York 14853.

requirement may be satisfied by completing one such summer work period and sufficient part-time work to equal ten full-time work weeks. Again, acceptable reports must be filed. Students entering the School who have had extensive work experience may satisfy one-half of the work experience requirement if they make application for approval to the Practice Credit Committee at the time of matriculation and submit an acceptable report during the first term following matriculation by the stated deadline. Students are not permitted to register for the final term of residence until they have satisfied the practice requirement in full.

The requirement has a number of objectives. Students on practice at some minor or menial job can test their interest in work in the field. They can learn by experience the points of view of the employee and by observation the duties of fellow workers in related jobs, in superior and inferior posts. With thought and imagination they can reflect upon and learn something of the problems of management and their solution. Upon returning to the classroom, students can draw upon this experience to illustrate and to understand the ideas developed by the instructor. After graduation, they can rest their application for permanent employment in part upon the practice experience record and in many cases can rely on contacts established during the practice period to initiate and support their candidacy.

Since cadets in the Army Reserve Officers Training Corps are expected to spend six weeks in camp during the summer before their senior year, it is especially desirable that hotel students who plan to join the Corps and to elect the advanced courses in military science make every effort to expedite their practice work early. Similarly, students enrolled in the Navy Reserve Officers Training Corps who must make summer cruises should anticipate the practice requirements as much as possible.

### Course Requirements for Graduation

#### *Specifically required courses*

Management: HA 111, 211, 112, 114	Hours 10
Financial management: HA 121, 122, 221, 222, 225, plus three additional hours	18
Food and beverage management: HA 131, 132, 231, 232	12
Administration: HA 241, 242, plus three additional hours of economics (pp. 57-58); HA 341, 344	15
Properties management: HA 251, 351, 352, 451	12
Managerial communications: Humanities I and II; HA 265	9
Science: HA 171, 172, 173	9

#### *Total, specifically required courses*

*Hotel electives*

*Free electives*

85

13

24

#### **Total semester hours required for graduation**

122

Although the practice is an essential part of the student's program, the School does not guarantee summer positions. Through the School's numerous contacts with the hotel and restaurant industry a considerable number of openings are available for students of high promise. Other students are assisted in finding work, and ordinarily American students find jobs quite readily. Jobs suitable for foreign students are considerably less numerous. Consequently, the foreign student must expect to have more difficulty in getting located. The School will give assistance as it can to foreign students but in no case can guarantee placement or assume responsibility for it.

Some hotel and restaurant organizations (among them the Sonesta Hotels, Hilton Hotels, Inter-Continental Hotels Corporation, Sheraton Hotels, and Stouffer's and Marriott Corporation) make a point of providing experience opportunities for Cornell students, giving them special apprenticeship arrangements with rotated experience.

Upperclass students in limited numbers are encouraged to enroll in work-study programs which involve six to eight months of on-the-job managerial instruction and experience. The details of these programs are set forth in Hotel Administration 610 (see Directed Studies p. 47).

Students desiring consideration for admission to one of these programs should make application to the assistant dean at least one term in advance.

The type of experience for which practice credit has been given is illustrated in the following list of jobs previously held by hotel students:

Food Service Supervisor, Racquet Club,  
Philadelphia, Pennsylvania  
Manager, Elka Club, Elka Park, New York  
Datum Club Supervisor (Manager),  
Commissioned Officers' Mess, Open, United  
States Naval Base, Newport, Rhode Island  
Food and Beverage Control Trainee, London  
Hilton, London, England  
Accounting Checker, Laventhol and Horwath,  
New York City  
Steward, Blackhawk Restaurant, Chicago,  
Illinois  
Design Draftsman, Buckelius Food Service  
Equipment Company, Shreveport, Louisiana  
Housekeeping Staff, Sheraton-Boston, Boston,  
Massachusetts  
Food Service Supervisor, Disneyland, Anaheim,  
California  
Management Trainee, Marriott Corporation,  
Washington, D.C.  
Management Trainee, Sea Pines Plantation Co.,  
Hilton Head, South Carolina  
Manager, Western Drive-in, Akron, Ohio  
Host, Queens Surf Restaurant, Honolulu, Hawaii  
Assistant Manager, Host Town Motel, Lancaster,  
Pennsylvania

Manager, Hyannisport Club, Hyannisport,  
Massachusetts  
Auditor, Price Waterhouse & Company, New  
York City  
Trainee, Caribe Hilton Hotel, San Juan,  
Puerto Rico  
Assistant Head Cashier, Grossinger's,  
Grossinger, New York  
Assistant Credit Manager, Sheraton Hotels,  
New York City  
Banquet-Sales Trainee, Huntington Town House,  
New York City  
Supervisor, York Hospital, York, Pennsylvania  
Executive Trainee, El Ponce Inter-Continental  
Hotel, Ponce, Puerto Rico  
Bartender, Bethesda Country Club, Bethesda,  
Maryland

## Physical Education Requirement

All undergraduate students must complete four terms of physical education in the first two years. Postponements are allowed only by consent of the University Committee on Physical Education through its representative in the School's Office of Records and Scheduling.

Exemptions from the physical education requirement may be made by the University Committee on Physical Education when it is recommended by the Cornell medical staff or because of unusual conditions of age, residence, or outside responsibilities. Students who have been discharged from the armed forces may be exempted. For students entering with advanced standing, the number of terms of physical education required is reduced by the number of terms which the student has satisfactorily completed, not necessarily including physical education, in a college of recognized standing.

The requirements in physical education are set forth in detail in the *Announcement of General Information*. The courses offered are described in publications made available to entering students by the Department of Physical Education and Athletics.

## Undergraduate Curriculum

This typical arrangement of required courses, year by year, is offered for illustration. The courses mentioned are described in detail on pp. 43-69.

### Freshman Year

<i>Specifically required courses</i>	<i>Hours</i>
Humanities I and II	6
Elementary Psychology, HA 111	3
Introduction to the Hospitality Industry, HA 112	1
Information Systems I, HA 114	3
Elementary Accounting, HA 121	3

## 38 Undergraduate Curriculum

<i>Specifically required courses</i>	<i>Hours</i>
Hospitality Accounting, HA 122	3
Fundamentals of Managing Service, HA 131	3
Commercial Food Service Preparation, HA 132	3
Food Chemistry I and II, HA 171-172	7
Sanitation in the Food Service Operation, HA 173	2
	34

<i>Suggested electives*</i>	<i>Hours</i>
Lectures in Hotel Management, HA 115	1
Typewriting, HA 161	2

\* Thirteen semester hours of hotel electives are to be taken.

### Sophomore Year

<i>Specifically required courses</i>	<i>Hours</i>
Management of Personnel, HA 211	3
Intermediate Accounting, HA 221	3
Managerial Accounting in the Hospitality Industry, HA 222	3
Financial Economics, HA 225	3
Meat Science and Management, HA 231	3
Operational Food Production Systems, HA 232	3
Macroeconomics, HA 241	3
Microeconomics, HA 242	3
Property Management Graphics, HA 251	3
Effective Communication, HA 265	3
	30

<i>Suggested electives*</i>	<i>Hours</i>
Housekeeping, HA 212	2
Hotel Computing Applications, HA 214	3
Front Office Machine Accounting, HA 223	1
Food and Beverage Control, HA 224	2
Hotel Accounting, HA 226	3
Training Techniques in Service and Beverage, HA 235	2
Principles of Marketing, HA 243	2
Report Typing, HA 261	2

\* Thirteen semester hours of hotel electives are to be taken.

### Junior Year

<i>Specifically required courses</i>	<i>Hours</i>
A course in financial management*	3
Law of Business, HA 341	3
Law of Innkeeping, HA 344	3
Mechanical and Electrical Systems I and II, HA 351-352	6
	15

<i>Suggested electives†</i>	<i>Hours</i>
Resort and Condominium Management, HA 215	3
Marketing Management, HA 216	3

<i>Suggested electives†</i>	<i>Hours</i>
Psychology in Business and Industry, HA 314	3
Seminar in Organizational Behavior and Administration, HA 315	3
Advertising and Public Relations, HA 317	2
The Psychology of Advertising, HA 318	3
Investment Management, HA 322	2
Financial Analysis and Planning I and II, HA 323-324	6
Introduction to Statistical Analysis and Inference, HA 326	3
Seminar in Convenience Foods, HA 331	2
Managerial Aspects of Purchasing, HA 336	2
Franchising in the Hospitality Industry, HA 244	2
Tourism, HA 245	3
Law of Business II, HA 342	3
General Survey of Real Estate, HA 346	2
Development of a Hospitality Property, HA 349	3
Introductory Food Facilities Engineering, HA 353	3
Auditing, (B&PA) NBA 505	3

\* The requirement in financial management may be satisfied by three hours selected from the courses listed on pp. 49-51.

† Thirteen semester hours of hotel electives are to be taken.

### Senior Year

<i>Specifically required courses</i>	<i>Hours</i>
An elective course in economics*	3
Physical Plant Planning and Construction, HA 451	3
	6

\* The requirement in economics may be satisfied by a minimum of three credit hours in any course in economics beyond Hotel Administration 241, 242, or by such courses as Hotel Administration 216, 243, 311, 322, 323, 324, 346, 347, 348, 441, 443. See also pp. 57-58.

<i>Suggested electives†</i>	<i>Hours</i>
Marketing Management, HA 216	3
Union-Management Relations in Private Industry, HA 311	3
Development of Training Programs, HA 313	3
Seminar in Franchising, HA 316	2
Principles of Management, HA 412	2
Hotel Sales, HA 414	2
Integrated Case Studies in the Hospitality Industry, HA 417	2
Work-Study Program, HA 610	†
Financial and Tax Aspects of the Leisure Time Industries, HA 327	2
Internal Control in Hotels, HA 421	2

† Thirteen semester hours of hotel electives are to be taken.

Undergraduate Independent Research in Financial Management, HA 620	‡
Hospital Food Service Administration, HA 234	2
Restaurant and Beverage Management, HA 333	3
Survey of Beverages, HA 337	2
Special Problems in Food, HA 338	1
Undergraduate Independent Research in Food and Beverage Management, HA 630	‡
Food Problem Special Studies, HA 631	2
Survey of World Cuisine, HA 632	1
Specialty Restaurants, HA 634	3
General Insurance, HA 246	3
Undergraduate Independent Research in Administration, HA 640	‡
Food Facilities Equipment, Layout, and Design, HA 354	3
Seminar in Interior Design, HA 452	3
Seminar in Environmental Control, HA 453	3
Seminar in Hotel Planning, HA 454	4
Seminar in Restaurant Planning, HA 455	3
Seminar in Destination Resort Planning, HA 456	3
Managerial Letter Writing, HA 264	2
Undergraduate Independent Research in Managerial Communications, HA 660	‡
Undergraduate Independent Research in Science, HA 670	‡

‡ With the exception of the Work-Study Program, only the first three credit hours of independent study in any area may be counted during the undergraduate career toward hotel electives. The balance, if any, will be credited against free electives.

## Programs in Special Areas

While completing the required courses leading to the bachelor's degree, undergraduates in the School have the option of concentrating their studies in a major area of instruction. These include: administration, financial management, food and beverage management, hotel-motel planning and design, management, marketing, food service science, and numerous other fields.

When one of these major fields of concentration is selected, the student, during the sophomore year, should consult the coordinator of instruction in that special area in order to plan the sequence of elective courses and directed studies that will best fit his or her program.

A list of elective courses offered in the School's special areas of instruction is given below.

## Undergraduate Elective Courses in Hotel Administration

### Management

Lectures in Hotel Management, HA 115	1
Housekeeping, HA 212	2

Club Management, HA 213	2
Hotel Computing Applications, HA 214	3
Resort and Condominium Management, HA 215	3
Marketing Management, HA 216	3
Union-Management Relations in Private Industry, HA 311	3
Development of Training Programs, HA 313	3
Psychology in Business and Industry, HA 314	3
Seminar in Organizational Behavior and Administration, HA 315	3
Advertising and Public Relations, HA 317	2
The Psychology of Advertising, HA 318	3
Club Management Seminar, HA 319	1
Hotel Management Seminar, HA 411	1
Principles of Management, HA 412	2
Seminar in Advertising and Public Relations, HA 413	2
Hotel Sales, HA 414	2
Special Studies in the Management of Human Resources, HA 416	3
Integrated Case Studies in the Hospitality Industry, HA 417	2
Work-Study Program, HA 610	12

### Financial Management

Front Office Machine Accounting, HA 223	1
Food and Beverage Control, HA 224	2
Hotel Accounting, HA 226	3
Auditing, (B&PA) NBA 505	3
Investment Management, HA 322	2
Financial Analysis and Planning I and II, HA 323-324	6
Staff Planning and Operations Analysis, HA 325	2
Introduction to Statistical Analysis and Inference, HA 326	3
Financial and Tax Aspects of the Leisure Time Industries, HA 327	2
Internal Control in Hotels, HA 421	2
Undergraduate Independent Research in Financial Management, HA 620	‡

### Food and Beverage Management

Hospital Food Service Administration, HA 234	2
Training Techniques in Service and Beverage, HA 235	2
Seminar in Convenience Foods, HA 331	2
Restaurant and Beverage Management, HA 333	3
Survey of Beverages, HA 337	2
Managerial Aspects of Purchasing, HA 336	2
Survey of Beverages, HA 337	2
Special Problems in Food, HA 338	1
Undergraduate Independent Research in Food and Beverage Management, HA 630	‡
Food Problems Special Studies, HA 631	2
Survey of World Cuisine, HA 632	1
Specialty Restaurants, HA 634	3

‡ Credit to be arranged.

**Administration**

Principles of Marketing, HA 243	2
Franchising in the Hospitality Industry, HA 244	2
Tourism, HA 245	2
General Insurance, HA 246	3
Law and the Woman Employee, HA 247	3
Seminar in Franchising, HA 316	2
Law of Business II, HA 342	3
General Survey of Real Estate, HA 346	2
Real Estate Law, HA 347	2
Development of a Hospitality Property, HA 349	3
Seminar in Real Estate, HA 441	2
Site Selection Criteria and Computer Models, HA 443	2
Seminar in International Tourism Law, HA 444	3
Undergraduate Independent Research in Administration, HA 640	+

**Properties Management**

Principles of Design, HA 255	3
Introductory Food Facilities Engineering, HA 353	3
Food Facilities Equipment, Layout, and Design, HA 354	3
Orientation in Safety of Personnel and Property, HA 355	1
Seminar in Interior Design, HA 452	3
Seminar in Environmental Control, HA 453	3
Seminar in Hotel Planning, HA 454	3
Seminar in Restaurant Planning, HA 455	3
Seminar in Destination Resort Planning, HA 456	3
Undergraduate Independent Research in Properties Management, HA 650	+

**Managerial Communications**

Typewriting, HA 161	2
Report Typing, HA 261	2
Typewriting and Business Procedures, HA 262	3
Shorthand Theory, HA 263	3
Managerial Letter Writing, HA 264	2
Shorthand Transcription, HA 361	2
Undergraduate Independent Research in Managerial Communications, HA 660	+

‡ Credit to be arranged.

**Science**

Undergraduate Independent Research in Science, HA 670	
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**Graduate Curriculum**

Persons holding the B.S. degree in hotel administration from Cornell University who are candidates for the M.S. or Ph.D. degree should refer to the admissions and degree requirements set forth in the *Announcement of the Graduate School*. The student's program is developed with the aid and direction of a special committee, whom he or she chooses from members of the graduate faculty, and this committee also approves the thesis.

Candidates for the Master of Professional Studies degree pursue one of three tracks in their graduate studies, according to the areas previously studied. Students whose undergraduate degrees are in an area other than hotel administration follow Track I, for which the required two-year program is set forth below.

The curricula for M.P.S. Tracks II and III are specifically designed for each student, based on previous experience and career goals. Students qualifying for Track II (those who hold B.S. degrees in hotel administration from an institution other than Cornell) would be expected to have taken the courses required for Track I as part of their undergraduate work. If they have not done so, then these courses would be part of their graduate program. Track III is for students who hold a B.S. in hotel administration from Cornell, and normally requires only one year for completion.

Students entering Tracks II and III should meet with the graduate faculty representative soon after their arrival to select a graduate adviser. Under each area of instruction this *Announcement* lists courses planned for graduate study from which the candidate and a graduate adviser can develop a concentration of studies in one or more areas of special interest.

Each student also writes an investigative report, under the guidance of an adviser, to meet requirements for the M.P.S. degree. This report should preferably deal with the major area of the student's concentrated program.



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**Required Program for M.P.S. Track I Students\***

<i>Specifically required courses</i>	<i>Hours</i>
Sanitation in the Food Service Operation, HA 173	2
Managerial Accounting in the Hospitality Industry, HA 222	3
Law of Innkeeping, HA 344	3
Seminar in Marketing, HA 712	3
Computers and Hotel Computing Applications, HA 714	3
Graduate Financial Management II, HA 722	4
Front Office Accounting Procedures, HA 724	1
Graduate Food and Beverage Management, HA 731	3
Graduate Operational Food Production Systems, HA 733	3
Graduate Studies in Project Development and Construction, HA 751	3
Graduate Studies in Electrical and Mechanical Systems, HA 752	3
Graduate Food Chemistry, HA 771	4
Food elective	2
Management elective	3
Monograph	3
<i>Total, specifically required courses</i>	<hr/> 43
<i>Elective courses</i>	21
<b>Total semester hours required for M.P.S. Track I students</b>	<hr/> <b>64</b>

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\* The curricula for M.P.S. Tracks II and III are specifically designed for each student, based on previous experience and career goals. As a guide, however, students interested in Track II (those who hold B.S. degrees in hotel administration but not from Cornell) would be expected to have taken those courses required for Track I as part of their undergraduate work. If they have not done so, then these courses would be part of their graduate program.



## Description of Courses

Except for some general University courses regularly taken by students in the School of Hotel Administration and included in the list for their convenience, all the courses described herein are arranged and given by the Hotel School faculty especially for hotel students; in many cases they are taught by active hotel or restaurant executives. Many other courses are open as electives to hotel students: courses in the sciences; in communication, language, and literature; in economics, history, and government; in music, aesthetics, and philosophy; in engineering, architecture, medicine, and law. For full information regarding these latter offerings reference may be made to the *Announcements* of the other colleges and schools of the University.

All academic courses of the University are open to students of all races, religions, ethnic origins, ages, sexes, and political persuasions. No requirement, prerequisite, device, rule, or other means shall be used by any employee of the University to encourage, establish, or maintain segregation on the basis of race, religion, ethnic origin, age, sex, or political persuasion in any academic course of the University.

## Management

### Human Resources

**HA 111 Elementary Psychology** Credit three hours. Required. S. W. Davis.

An introductory study of basic psychological principles which are involved in understanding human behavior. The course is oriented toward the notion that such understanding is integral to successful hotel management and further applied study. Basic concepts of sensation, perception, learning, motivation, and development are discussed.

**HA 211 Management of Personnel** Credit three hours. Required. Prerequisite: Hotel Administration 111 or equivalent. D. A. Dermody. A practically oriented approach to personnel management, including an introduction to organizational behavior, the selection and place-

ment of personnel, the role of supervision, performance appraisal, wage and salary administration, employee motivation and union-management relations. Class discussion is based on case studies drawn from industry. Lectures are augmented by use of case material and role playing.

**HA 311 Union-Management Relations in Private Industry** Credit three hours. Hotel elective. Open to upperclass students, graduate students, or by consent of instructor. F. A. Herman.

Major areas of study will include: the development of the trade union movement in the United States, with emphasis on the history and structure of unions active in all phases of the hospitality industry; federal and state laws governing the bargaining relationship, including the role of the National Labor Relations Board; collective bargaining; contract administration; and the critical role of conciliation procedures (e.g., mediation, arbitration) in keeping industrial peace.

**HA 313 Development of Training Programs**

Credit three hours. Hotel elective. Open to upperclass and graduate students. Prerequisite: Hotel Administration 211. D. A. Dermody. The development of training programs for employees and management. Thoroughly explores the construction and implementation of training programs and methods through case histories.

**HA 314 Psychology in Business and Industry**

Credit three hours. Hotel elective. Prerequisites: Hotel Administration 111 and 211 or equivalent. S. W. Davis. The principles of psychology applied to industrial and business systems: personnel selection; placement and training; problems of men at work including evaluation, motivation, efficiency, and fatigue; and the social psychology of the work organization. While Hotel Administration 314 is not a prerequisite for Hotel Administration 315, it is recommended that this course be taken first if the student plans to enroll in Hotel Administration 315.

Professors Kaven and Chase (*seated*) outline a research project in market forecasting to a Canadian management consultant. Professor Chase developed the School's widely used computer games, which involve economic forecasting.

**HA 315 Seminar in Organizational Behavior and Administration** Credit three hours. Hotel elective. Prerequisites: Hotel Administration 111 and 211 or equivalent; Hotel Administration 314 recommended. S. W. Davis.

Relation of current research in the behavioral sciences to practical problems of business as developed from actual cases. Particular emphasis is placed on leadership effectiveness and employee productivity. Each participant is responsible for an in-depth research project related to the course's subject matter.

**HA 318 The Psychology of Advertising**

Credit three hours. Hotel elective. Open to juniors, seniors, and graduate students. Prerequisites: three hours of psychology and three hours of marketing, or consent of instructor. The principles of psychology and their potential application to advertising practices are examined. Areas emphasized include learning, perception, motivation, advertising research, consumer behavior, advertising strategy, and measurement. Visiting lecturers and audiovisual presentations constitute integral parts of the course. Students are required to prepare three short papers and to develop a campaign predicated on the principles discussed.

**HA 416 Special Studies in the Management of Human Resources** Credit three hours. Hotel elective. Open to upperclass and graduate students. Prerequisite: consent of instructor.

D. A. Dermody.  
Students are afforded the opportunity to work in advanced areas of personnel administration.

## General Management

### Required Courses

**HA 112 Introduction to the Hospitality Industry** Credit one hour. Required. Open to freshmen and transfer students with five or more terms of residence requirement. V. A. Christian.

A survey of the hospitality industry in today's economy. Emphasis on industry growth and development, management problems, and principles of hotel, motel, and restaurant management. Lectures on the role of the School of Hotel Administration and its curriculum in the hospitality industry are included. Visual tour of hotels and other hospitality industry fields is conducted.

**HA 312 Introduction to the Hospitality Industry** Credit one hour. Required. Open to transfer students with four terms of residence requirement and graduate students. V. A. Christian and faculty.

A survey of the hospitality industry in today's economy. Emphasis is placed on industry growth and development, management problems, and the principles of hotel, motel, and

restaurant management. Lectures also cover the role of the School of Hotel Administration and its curriculum in the industry and in management development.

### Elective Courses

**HA 115 Lectures in Hotel Management**

Credit one hour. Hotel elective. Open to all classes. May be taken for credit each semester. R. A. Beck.

A series of lectures given by nonresident speakers prominent in the hotel, restaurant, and allied fields.

**HA 213 Club Management** Credit two hours. Hotel elective. J. F. Tewey.

Managerial aspects of all types of clubs, from the small city club to large multiple-activity organizations, are covered through lectures given by club managers, staff, and other authorities in the field. Different club structures are analyzed from the managerial viewpoint, including nonprofit, private, and institutional organizations.

**HA 212 Housekeeping** Credit two hours.

Hotel elective. D. A. Dermody, P. J. Starks.  
Students become acquainted with the housekeeping function in the hospitality industry; the material, equipment, and techniques of housekeeping; and the managerial skills used in planning, organizing, directing, and controlling the housekeeping department. Discussion includes the duties of the executive housekeeper; staffing tables; purchasing; production standards; selection, care, and use of linens; maintenance of floors, walls, pool areas, and grounds.

**HA 215 Resort and Condominium Management** Credit three hours. Hotel elective.

M. Noden.  
A lecture course in the operation of the resort hotel, including condominiums. Resorts of the various types, seasons, and economic levels are considered. Emphasis is given to the promotion of business, to the provision of facilities and services and guest entertainment, and to the selection, training, and direction of the employed staff. Terminology, rental pool agreements, and S.E.C. regulations, together with developer-management-owner contracts and relationships in condominiums are reviewed.

**HA 319 Club Management Seminar** Credit one hour. Hotel elective. Open to upperclass and graduate students. Prerequisite: Hotel Administration 213. J. F. Tewey.

A discussion class for students who are planning careers in club management that provides them with an opportunity to exchange ideas with leading authorities in club management.

**HA 411 Hotel Management Seminar** Credit one hour. Hotel elective. Limited to twenty-five seniors. R. A. Beck.

Lecturers from industry who are leading executives in their fields will discuss with senior students important developments in the hospitality and travel industries.

**HA 412 Principles of Management** Credit two hours. Hotel elective. Open to seniors and graduate students only. Prerequisites: Hotel Administration 211 or equivalent and consent of instructor. P. L. Gaurnier.

A seminar course designed to examine management processes, concepts, and principles; and to improve personal competence in decision making, problem solving, and communication. Each student prepares a comprehensive analytical report, based on previous work, for class discussion and analysis. Sufficient time is given during the first few weeks of the course to discuss management principles and concepts and thus give the student an understanding of the type of report to prepare.

## Marketing

**HA 216 Marketing Management** Credit three hours. Hotel elective. Prerequisite: Hotel Administration 243. W. H. Kaven.

The marketing function is studied as a management activity including: analysis of marketing opportunities; organizing of marketing activity; planning the marketing program; and controlling the market effort. The course is oriented to the decision-making process in marketing. Text, cases, discussions, and visiting lecturers from the hotel industry in the areas of marketing research, pricing, and related subjects supplement instruction.

**HA 317 Advertising and Public Relations** Credit two hours. Hotel elective. Open to upperclassmen and graduates. Fall term. H. V. Grohmann and staff.

Fundamentals of advertising, publicity, and public relations and the part each plays in a coordinated business promotion program for different types of hotels and restaurants. The lectures and visual displays depict various advertising techniques as well as current campaigns.

**HA 413 Seminar in Advertising and Public Relations** Credit two hours. Hotel elective. Open to seniors and graduate students. Prerequisite: Hotel Administration 317. H. V. Grohmann.

A seminar course dealing principally with case histories of the advertising, publicity, business promotion, and public relations of hotels, resorts, restaurants, and national travel attractions. Students have the opportunity to analyze and create their own advertising programs including names, logotypes, symbols, copy themes, complete marketing plans, and forecasts for properties of their choice.

**HA 414 Hotel Sales** Credit two hours. Hotel elective. Prerequisite: HA 216 or equivalent. D. A. Dermody, T. Chevoor, M. Noden.

This course will take a practical approach to the selling of hotel space with particular emphasis on the solicitation and servicing of groups. Cases are used to develop the major points in the course and class discussion is encouraged in a seminar setting.

**HA 417 Integrated Case Studies in the Hospitality Industry** Credit two hours. Hotel elective. Limited to twelve seniors and graduate students. Prerequisite: written permission of instructors. J. J. Eyster and W. H. Kaven. An analysis of twelve integrated case studies involving issues in strategy, human relations, administration, marketing, finance, and ethics. The course affords an opportunity to synthesize material from other courses, practical experience, and the judgement of the students.

**HA 712 Seminar in Marketing** Credit three hours. Open to graduate students only and required of M.P.S. candidates. W. H. Kaven and H. J. Recknagel.

This discussion course in marketing management combines the lectures given in Hotel Administration 216 with case studies developed and presented by marketing authorities in the hospitality industry.

## Information Systems

**HA 114 Information Systems I** Credit three hours. Required.

An introduction to information systems and computing machines. Students learn keypunching and programming skills for application to selected business problems. Use of preprogrammed routines augments and extends the student's own work. Projects involving the hospitality industry are executed on the University's computers.

**HA 214 Hotel Computing Applications** Credit three hours. Hotel elective. Prerequisite: Hotel Administration 114. T. M. Diehl and R. G. Moore. This course is planned to acquaint students with some of the diverse applications of computing technology within the hotel industry through case studies by lecturers drawn from industry. In addition to lectures, the students will work on a systems development project.

**HA 714 Computers and Hotel Computing Applications** Credit three hours. Required for M.P.S. candidates. R. G. Moore.

The introduction of the computing machine/information system to the hospitality industry is examined from several viewpoints: managerial impact, cost justifications, user reaction, and guest satisfaction. The various successes and failures to date of hotel computing will be analyzed in detail. Students will be given





"hands-on" exposure to an actual hotel computing system.

## Directed Studies

**HA 610 Work-Study Program** Credit twelve hours. Hotel elective. Open only to upperclass and graduate students. Students who enroll in this program have the opportunity to combine managerial instruction with on-the-job management experience. Application for admission should be made one semester in advance. Instruction is provided by the School's faculty and by the organization participating in the work-study arrangements. Currently, work-study programs are in operation at several locations including Statler Inn on the University campus; the St. Francis and Mark Hopkins Hotels in San Francisco; Sea Pines Plantation, Hilton Head, South Carolina; Dobbs Houses, Inc., Atlanta, Georgia; TWA Dining and Catering in New York City; Inn on the Park in Toronto, Canada; and Sherburne Associates in Nantucket, Massachusetts. Other similar programs can be arranged. Students receive both academic credit and practice credit, and appropriate financial remuneration for the period of the program. The student is charged three-fourths of full tuition. All inquiries should be addressed to the Work-Study Coordinator, Statler Hall.

**610B Undergraduate Independent Research in Management** Credit to be arranged. Hotel elective. Prerequisite: written consent obtained before registration from the faculty member who is to direct the study. Students are afforded the opportunity to pursue independent research projects under the direction of a faculty member. Only the first three credit hours of directed study may be credited toward hotel electives during the student's undergraduate academic career. Additional directed study, if taken, will be credited to free electives.

**700 Graduate Monograph or Thesis Research** Credit to be arranged. Required of M.P.S. candidates. Registration must be approved by the graduate faculty member who is to direct the research.

**HA 710 Graduate Independent Research in Management** Credit to be arranged. Open to graduate students in Hotel Administration only. Designed specifically for graduate students working on theses or other research projects. Any member of the graduate faculty of the School of Hotel Administration, upon consultation with the student, may be selected to direct a particular problem of special interest to the student.

## Financial Management

The entire fourth floor of the school section of Statler Hall—six laboratories and nine offices—is set aside for instruction in financial management. Certain of the lecture rooms and laboratories are furnished and equipped with an inventory of hotel front office and calculating machinery. Hotel students also have access to the University's IBM 370/168 computer and the School's two Mobydata minicomputers.

Graduates who plan to go into hotel and restaurant accounting and who expect eventually to become candidates for admission to the examination for a certificate as a certified public accountant in the state of New York may, by taking a special program, earn the certification of the School of Hotel Administration as having completed the course of study approved by the New York State Education Department. The program involves carrying a substantial load of additional subjects. Such students should plan their schedules early in their academic careers.

In financial management, a total of eighteen hours is required, of which fifteen hours are specifically required. Courses in financial management chosen beyond the required eighteen hours may be counted as hotel electives. The recommended sequence is:

### First Year

*Fall term:* Hotel Administration 121

*Spring term:* Hotel Administration 122

### Second Year

*Fall term:* Hotel Administration 221

*Spring term:* Hotel Administration 222

*Fall or spring term:* Hotel Administration 225

### Third Year

At least three credit hours of financial management must be selected from those electives listed below to satisfy the required total of eighteen hours.

Instruction in financial management is given by R. A. Beck, R. M. Chase, and D. C. Dunn, and also by T. C. Chevoor, T. M. Diehl, J. J. Eyster, W. R. Farnsworth, D. H. Ferguson, A. N. Geller, R. W. Lee, and their assistants.

### Open Only to Students in Other Divisions

**HA 120 Basic Principles of Accounting and Financial Management** Credit two hours. Not open to Hotel students.

A survey course covering accounting principles, financial statement analysis, and income and

Students learn computer language and programming via the School's equipment and a hookup with the University's computer. Facing the camera are instructor Dennis Ferguson (seated) and Professor Richard G. Moore.

As sales  $\uparrow$ , A/R  $\uparrow$ , inventories  $\uparrow$ , and  
capital balances  $\uparrow$



payroll taxes. The course is designed for the student who desires a general knowledge of the language of business and finance. May be taken with Hotel Administration 322 to include the investment aspects of financial management.

## Required Courses

**HA 121 Elementary Accounting** Credit three hours. Required.

Provides an introduction to the principles of general accounting. Practice includes elementary problems in developing the theory of accounts. Among topics included are: adjusting journal entries, the work sheet, financial statements, special journals, the operation of control accounts, and accounting for fixed assets.

**HA 122 Hospitality Accounting** Credit three hours. Required. Prerequisite: Hotel Administration 121 or equivalent.

A course designed to expose the students to the accounting systems found operative in hotels, motels, and restaurants—as recommended by the American Hotel and Motel Association. Among the topics considered are hotel-motel front office accounting, the restaurant and other sales areas, the special journals and ledger accounts peculiar to hotel accounting systems, the flow of accounting transactions through the system, the preparation of hotel financial statements, and their interpretation.

**HA 221 Intermediate Accounting** Credit three hours. Required. Prerequisite: Hotel Administration 121 or equivalent.

Problems in the field of intermediate accounting. Subjects include: partnership organization, operation, and dissolution; corporation accounting; transactions involving capital stock and liabilities cost accounting; managerial decisions; funds flow; and the interpretation of financial statements.

**HA 222 Managerial Accounting in the Hospitality Industry** Credit three hours. Required of undergraduates and M.P.S. candidates. Prerequisites: Hotel Administration 121, 122, and 221 or equivalent.

Deals with the generation and analysis of quantitative information for the purpose of planning, control, and decision making by managers at various levels in hospitality industry operations. Emphasis is placed on the need for and use of timely and relevant information as a vital tool in the management process.

**HA 225 Financial Economics** Credit three hours. Required. Open to sophomores and upperclass students.

An objective study of managerial and technical problems involving numeric solutions. Special emphasis is placed upon the mathematics of finance as applied to investment decisions.

Students use the Cornell Hotel Administration Simulation Exercise during the term.

## Elective Courses

**HA 223 Front Office Machine Accounting** Credit one hour. Hotel elective. Required of M.P.S. candidates who do not take Hotel Administration 122. Prerequisite: Hotel Administration 121 or equivalent. Best taken after Hotel Administration 122. One two-hour practice period per week is individually scheduled. Students learn the operation of the NCR front-office posting machine by completing a series of practical exercises ranging from simple posting of charges and credits to error correction and the night audit.

**HA 224 Food and Beverage Control** Credit two hours. Hotel elective. Prerequisites: Hotel Administration 122 and 132, or consent of instructor. Essentials of food and beverage control from both the operational and accounting standpoints. Practice with typical methods and forms found in the hospitality industry.

**HA 226 Hotel Accounting: The Hotel Ivy** Credit three hours. Hotel elective. Prerequisite: Hotel Administration 122, or may be taken concurrently.

A practice set involving the accounting records of a hypothetical 350-room hotel operated on the European plan and in accordance with the Uniform System of Accounts for Hotels. Among the topics considered are a review of front office accounting, including recording routine transactions and the completion of the night audit of accounts receivable; the income audit and the preparation of the controller's daily report; the entry of the day's business into the hotel's special journals; the use of the general journal for summarizing entries as well as for monthly and annual adjusting entries; the preparation of financial statements for the month and for the year; development of financial statement statistics, and their interpretation.

**HA 322 Investment Management** Credit two hours. Hotel elective. Open to juniors, seniors, and graduate students.

A survey of investment opportunities and the methods of analysis used by business and the individual to determine the best use of investment funds. Special emphasis is placed on the stock and bond markets, including security portfolio management.

**HA 323 Financial Analysis and Planning I** Credit three hours. Hotel elective. Prerequisites: Hotel Administration 222 and 225 or consent of instructor. Satisfies economics elective. After defining and describing the environment in which a business organization must design

James Eyster instructs a class in hospitality accounting on the debits and credits of profit making.

its strategy, an examination is made of the necessary techniques of financial analysis and planning. Discussion and case studies involve the following areas of financial management: the tax environment, profit planning and forecasting, budgeting, capital budgeting techniques, and cost-of-capital determination.

**HA 324 Financial Analysis and Planning II** Credit three hours. Hotel elective. Prerequisite: Hotel Administration 323 or consent of instructor. A continuation of Hotel Administration 323, this course covers valuation and financial structure; working capital management; long-term financing; and valuation in mergers and corporate readjustments. Current developments are covered by visiting lecturers and through supplementary readings. Students also employ course concepts in a two-week computer management simulation exercise.

**HA 325 Staff Planning and Operations Analysis** Credit two hours. Hotel elective. Prerequisites: Hotel Administration 121, 122, 221, and 323, or consent of instructor. Students obtain a working knowledge of the terminology, concepts, and procedures utilized by hotel management in developing information and making decisions relevant to forecasting and controlling manpower requirements that are consistent with fluctuating business conditions. The approaches designed to maintain operational control and evaluate overall performance within the hotel are also covered. Major topics included are staff planning, budgeting, scheduling and payroll control, forecasting techniques and practices, considerations for operating within the guidelines of collective bargaining, analysis of financial statements and hotel case studies oriented toward productivity. A required field trip to the New York Hilton is part of the study program, for which there is a nominal fee.

**HA 326 Introduction to Statistical Analysis and Inference** Credit three hours. Hotel elective. Open to juniors, seniors, and graduate students. A first course, intended as an introduction to the basic techniques of statistical method, important both to the businessman and to the prospective researcher. Students with any previous exposure to statistics or probability should see the instructor before course registration.

**HA 327 Financial and Tax Aspects of the Leisure Time Industries** Credit two hours. Hotel elective. Prerequisite: Hotel Administration 222 or consent of instructor. Financial and tax considerations associated with planned and existing operations that provide products and services for leisure time pursuits. Areas of study include development, acquisition, expansion, and diversification of

operations as well as operational analysis of existing properties and projects. Current trends in international development will be included.

**HA 421 Internal Control in Hotels** Credit two hours. Hotel elective. Open to seniors and graduates and to certain others by consent. Prerequisite: Hotel Administration 122. Discussion of the problems encountered in distributing the accounting and clerical work in hotels so as to provide a good system of internal control. Study of many actual cases on the failure of internal control and the analysis of the causes of the failure. Practical problems and actual techniques of functioning systems of internal control.

**(B&PA) NBA 505 Auditing** Credit three hours. Hotel elective. Prerequisites: Hotel Administration 121, 122, and 221 or equivalent. The work of the independent public accountant. Practice includes the preparation of audit work papers, internal control in general, and the preparation of the auditor's report.

**HA 721 Graduate Financial Management I** Credit four hours. Open to graduate students only. This course pursues general accounting principles at an intensive pace from introductory fundamentals through partnership and corporate accounting, and prepares the M.P.S. candidate without the accounting prerequisite for the Hotel Administration 222 and 722 required sequence which follows in the next term. M.P.S. students who already have three credit hours of elementary accounting should take Hotel Administration 221, not 721.

**HA 722 Graduate Financial Management II** Credit four hours. Required of M.P.S. candidates. Open to graduate students and others by consent of instructors. Prerequisites: Hotel Administration 721 or equivalent, and Hotel Administration 222. An examination of corporate financial management with concentration upon the hospitality industry. Special emphasis is placed on ratio analysis, impact of taxes, profit planning, capital budgeting and valuation. Use of cases and the Cornell Hotel Administration Simulation Exercise augment the text and lectures.

**HA 723 Interpretation and Analysis of Financial Statements** Credit three hours. Graduate elective. Open to some seniors with written permission. Prerequisite: Complete accounting curriculum. A seminar to discuss the financial accounting issues encountered in reporting the operations of corporate enterprises. The course takes a macro view of the firm with emphasis on outsider's views of the operation, and on decision making through interpretation of published statements. Current accepted accounting

principles as well as future extensions are explored. Financial statements are analyzed, including how and why they are reported and their impact on the overall financial position of the firm.

#### **HA 724 Front Office Accounting Procedures**

Credit one hour. Graduate requirement. Prerequisite: Hotel Administration 121 or equivalent. The lab work of HA 223 Front Office Machine Accounting is combined with several lectures on theory and procedures found in the accounting framework of the typical hotel front office.

### **Directed Studies**

#### **HA 620 Undergraduate Independent Research in Financial Management**

Credit to be arranged. Hotel elective. Prerequisite: written consent obtained before registration from the faculty member who is to direct the study. Students are afforded an opportunity to pursue independent research projects under the direction of a faculty member. Only the first three credit hours of directed study may be credited toward hotel electives during the student's undergraduate academic career. Additional directed study, if taken, will be credited toward free electives.

#### **HA 720 Graduate Independent Research in Financial Management**

Credit to be arranged. Graduate students only. As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and obtain written agreement in advance of registration for the term from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

### **Suggested Courses in Finance in Other Divisions**

Many other courses in finance are open to hotel students who have completed the required basic six hours in economics. Full details regarding the others are given in the *Announcement of the College of Arts and Sciences*, the *Announcement of the College of Agriculture and Life Sciences*, and the *Announcement of the Graduate School of Business and Public Administration*. Hours and instructors are announced each term.

#### **Public Finance: Resource Allocation (Economics 335)**

#### **Corporate Financial Management (Business and Public Administration NBP 502)**

#### **Business Enterprise and Public Policy (Business and Public Administration NCE 521)**

#### **Transportation: Rates and Regulations (Business and Public Administration NBA 570)**

#### **Data Processing and Computers**

See *Hotel Administration* 114 and 214 on p. 45.

## **Food and Beverage Management**

Statler Hall provides excellent facilities for instruction in all aspects of food and beverage: in the purchasing, storage, preparation, service, and merchandising of food as well as wines and liquors. Among the facilities are: (1) the "Oscar of the Waldorf" lecture room, a sloping-floor auditorium seating 133, equipped with a laboratory demonstration table, sink, and roll-away range; (2) two elementary food laboratories, each accommodating twenty students and each equipped with twenty stoves and twenty sinks as well as extensive stainless steel work spaces and all necessary mechanical equipment; (3) a lecture demonstration area for instruction in the selection and grading of meats, poultry, and fish; (4) a laboratory for cutting and portioning meats, poultry, and fish, equipped with extensive refrigerator and freezer storage units, power appliances, and testing devices; (5) a series of experimental kitchens for the testing of recipes and procedures; (6) an especially designed blast freezing chamber; and (7) the commercial kitchens of the Statler Inn where the students prepare, under instruction, the food for the various Statler Inn and Statler Club dining rooms, which have seating totaling 1,000. Kitchens are laid out to function both as quantity food production centers and as training centers for prospective hotelmen and restaurateurs learning food production on a large-quantity basis. The equipment, all of commercial size and of the latest design, duplicated in gas and electricity, is so varied that the student has the opportunity to use and to analyze a wide range of modern kitchen appliances. The student lounge kitchen is designed for the use of students for their daily coffee hour, and for their parties and receptions. These laboratories are for the exclusive use of the School's hotel and restaurant students. They are designed and equipped especially for their particular teaching functions.

*In Food and Beverage Management, twelve hours are required. Courses beyond the required twelve hours may be counted as hotel electives.*

#### **Open Only to Students in Other Divisions**

#### **HA 330 Introduction to Wine and Spirits**

Credit two hours. Open to juniors, seniors, and graduate students for fall semester, and only to seniors and graduate students for spring semester. V. A. Christian.







Covers the history of wine and spirits. The main focus is on flavor characteristics, fermentation processes, and brand specifications. Lectures also include purchasing, storage, wine tasting techniques, and drink formulas. Samples from a variety of countries, regions, and vineyards are evaluated. A \$4.00 fee is charged for tasting equipment.

#### Open to the Cornell Community

**HA 632 Survey of World Cuisine** Credit one hour. Hotel elective. S-U grades only. Graham Kerr.

The nutritive, historical, and social implications of food and the food preparation methods of world cuisine. Food preparation from pre-historic times into the future will be surveyed.

#### Required Courses

##### **HA 131 Fundamentals of Managing Service**

Credit three hours. Required. R. Goodman. Restaurant service systems and management are presented and students participate as service managers and servers in the practical laboratory. Lectures, demonstrations, and practice sessions include American, French, Russian, and banquet service; beverage and table side service. Guest standards, the psychology of service, and training techniques also are discussed.

**HA 132 Commercial Food Production** Credit three hours. Required. Prerequisite: Hotel Administration 131 or equivalent. W. Herrmann and assistants.

Conducted in the Rathskeller cafeteria of the Statler Inn where faculty and their guests dine. In addition to the practical experience gained under these commercial conditions, students obtain further instruction from classroom lectures and demonstrations. This course deals with the current methods and principles of food production as practiced by the food service industry. Phases covered on a rotating basis include menu planning, requisitioning, pricing, preparation, serving, sanitation, performance evaluation, and scheduling.

##### **HA 231 Meat Science and Management**

Credit three hours. Required. S. Mutkoski. Deals with the major phases of meat, poultry, and fish from the hotel, restaurant, club, and institutional standpoints; nutritive value, structure and composition; sanitation; selection and purchasing; cutting, freezing; portion control and specifications; cooking, carving, and miscellaneous topics. Required three-day field trip to visit purveyors in New York City; estimated fee for this trip ranges between \$50 and \$60.

##### **HA 232 Operational Food Production Systems**

Credit three hours. Required. Prerequisite:

Hotel Administration 132. R. Cantwell, R. Whitaker, and R. Johnson.

Managing the food production and service of Statler cafeteria and dining room. Each student assumes complete managerial responsibility for the food production system which includes menu planning, purchasing, receiving, storing, preparation, and merchandising. Emphasis is placed on operational performance, stressing controls and guest satisfaction. Classroom presentations, demonstrations, and an in-depth managerial report are required.

#### Elective Courses

##### **HA 234 Hospital Food Service Administration**

Credit two hours. Hotel elective. Prerequisites: Hotel Administration 131 and 132.

Lectures present an overview of health care food service: organizations, significance to hospital and community, management procedures and controls, role of the professional dietitian, food production, sanitation, career opportunities, facilities layout and equipment, and utilization of food production systems. A field trip to inspect hospital food service is included.

##### **HA 235 Training Techniques—Service and Beverage**

Credit three hours. Hotel elective. Prerequisites: Hotel Administration 131 and consent of instructor. V. A. Christian and R. Goodman.

The principles and techniques of training service personnel. Each student is responsible for supervising the technical development of three or four people and for an in-depth research project.

##### **HA 331 Seminar in Convenience Foods**

Credit two hours. Hotel elective. Prerequisites: Hotel Administration 131, 132, 171, 172, 232, and consent of instructor. P. Rainsford.

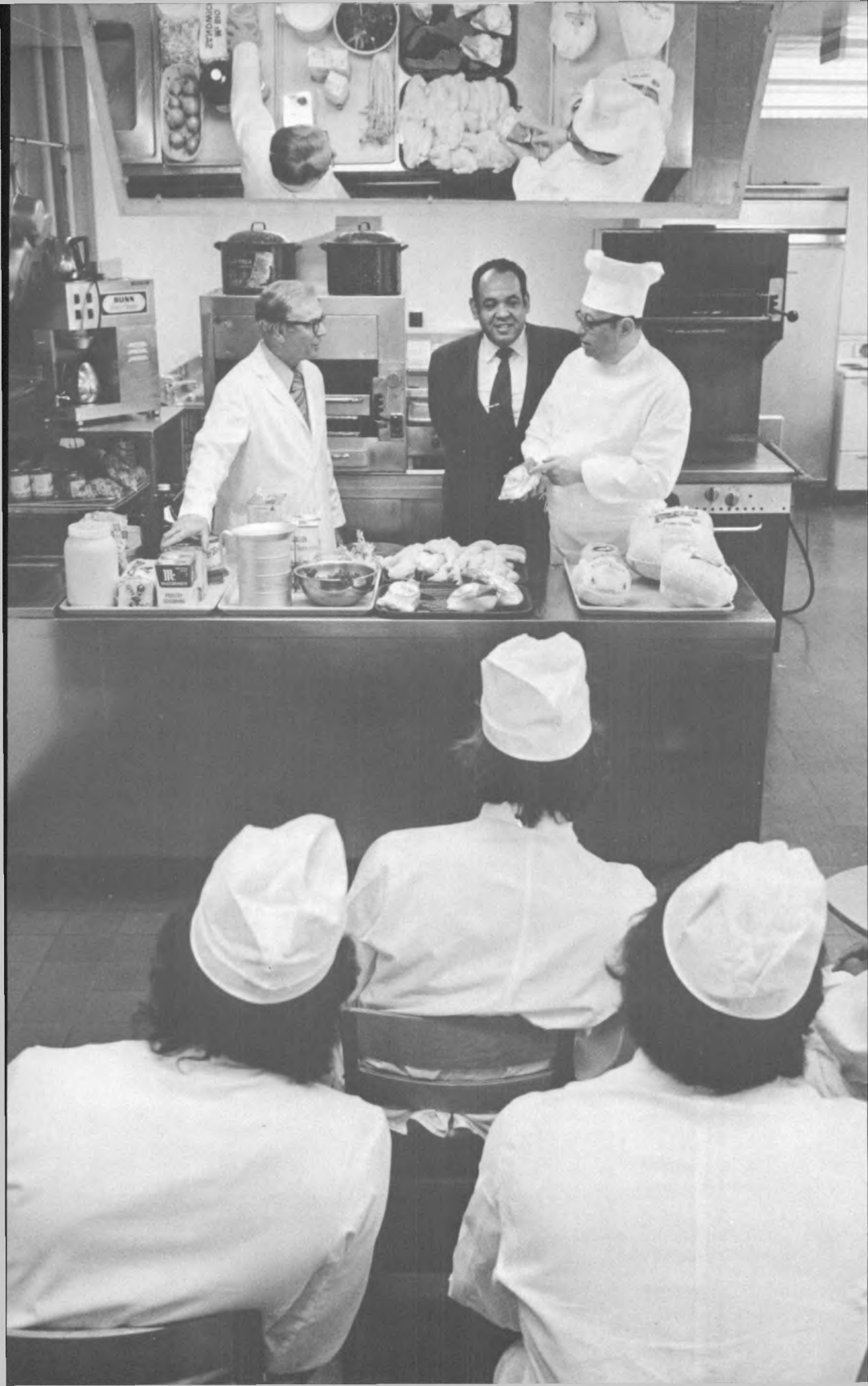
A seminar designed to acquaint the student with the financial, managerial, and technological aspects of convenience foods. A class project allows the student the opportunity to compare a conventional food service system with a convenience food service system.

##### **HA 333 Restaurant and Beverage Management**

Credit four hours. Hotel elective. Open to upperclass and graduate students. Prerequisite: Hotel Administration 232. V. A. Christian.

Principles of modern restaurant and beverage management. Preparation for effective management by using case studies including such topics as the food and beverage service employee, menu planning, merchandising, production standards, purchasing standards, and control systems. A field trip to New York City to analyze restaurants is required, for which the estimated fee is \$40.

Entering students are briefed on the luncheon menu by instructor Ray Goodman and the hostess (*second from left*). Earlier, this group arranged the tables. The food they will serve was prepared by another class.



**HA 336 Managerial Aspects of Purchasing**

Credit two hours. Hotel elective. Open to juniors and seniors. V. A. Christian and J. Durocher.

Survey of the problems of purchasing meat, fish, poultry, canned products, fresh and frozen produce, dishes, and utilities. Speakers are leading managers and purveyors from the commercial food industry. In addition to lectures and class presentation, careful study is given to the writing of a purchasing manual and to a tour of current markets.

**HA 337 Survey of Beverages**

Credit two hours. Hotel elective. Open only to hotel upper-class and graduate students. V. A. Christian. This introductory course presents the fundamentals of wine identification, selection, storage, service, and evaluation. Lectures and tastings are conducted for American and international wines, spirits, and beers.

**HA 338 Special Problems in Food**

Credit one hour. Hotel elective. Prerequisites: Hotel Administration 131, 132, 231, 232, 233, 171, 172, and 173, and consent of instructors. V. A. Christian and J. C. White.

A seminar course for upperclass and graduate students designed to examine in detail various aspects of food and food service in hotels, restaurants, clubs, and related fields.

**HA 631 Food Problem Special Studies**

Credit two hours. Hotel elective. Graham Kerr. A variety of culinary techniques are applied to recipes and products in order to study the effects on quality and guest acceptance.

**HA 634 Specialty Restaurants**

Credit three hours. Hotel elective. Prerequisites: HA 232, 732, or equivalent and written consent of instructors. V. A. Christian and J. Durocher. This course covers a number of different specialty restaurant operations, including those titled Guest Chef, Pasta, Steaks, "Bar One," and Festival Night. The students supervise the planning, preparation and service of a broad range of specialty menus and are held responsible for the complete operational planning and financial accountability.

**HA 731 Food and Beverage Management**

Credit three hours. Required of graduate students. V. A. Christian.

The principles and techniques of planning, managing, operating, and evaluating a food and beverage operation. Special emphasis is placed on menu planning, wine list design, professional standards, and the managerial approach to purchasing, receiving, storing, issuing, preparation and service. A field trip is required at a cost of \$40 to \$60.

**HA 733 Graduate Operational Food Production Systems**

Credit three hours. Open to

graduate students only and required of M.P.S. candidates. Prerequisite: Hotel Administration 732. J. Durocher.

Primarily designed to present commercial food production concepts, techniques, skills, and practical sessions. Lectures include menu planning, report writing, food cost and the operation of a commercial kitchen. Practical experience is provided in the planning and preparation of breakfast, luncheon, and dinner.

**Directed Studies****HA 630 Undergraduate Independent Research in Food and Beverage Management**

Credit to be arranged. Hotel elective. Members of the faculty. Open to a limited number of seniors in hotel administration. Those wishing to register should consult the instructor during the preceding semester to obtain consent to enroll and to confer regarding problems chosen for special study.

**HA 730 Graduate Independent Research in Food and Beverage Management**

Credit to be arranged. Open to graduate students in hotel administration only. Members of the graduate faculty.

As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and obtain written agreement in advance of registration for the term from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

**Related Courses in Other Divisions****Vegetable Crops 312 Post Harvest Handling and Marketing of Vegetables**

Credit three hours.

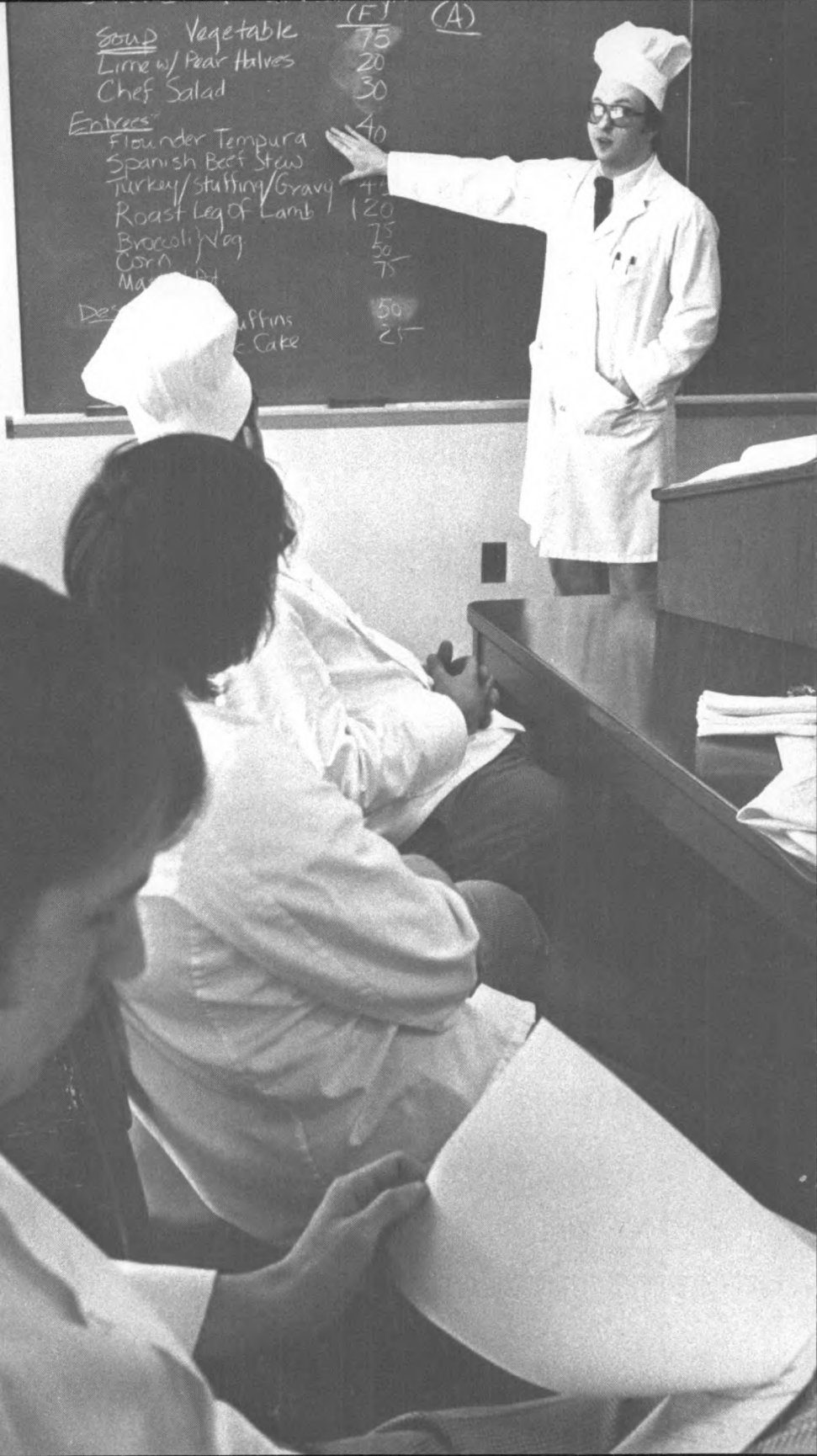
**Pomology 301 Economic Fruits of the World**

Credit three hours. Consent of the instructor required to enter.

**Administration**

The administration of a hotel, motor inn, or resort property and its allied facilities and services embraces a broad range of knowledge. For this reason, the manager should be well informed in many related subjects in order to plan and execute the responsibilities of this position. Among the courses offered in the School's curriculum are economics, insurance, law, real estate, and other subjects. An extensive selection of courses in additional areas, including cultural courses, are provided by other colleges in the University. Students have twenty-four hours of free electives to enable them to benefit from this wide array of courses.

Professor White, sanitation instructor, queries Instructor Herrmann on poultry stuffing, while Professor Christian, coordinator of food instruction, observes procedures.



<u>Soup</u>	Vegetable	(F)	75	(A)
	Lime w/ Pear Halves		20	
	Chef Salad		30	
<u>Entrées</u>			40	
	Flounder Tempura		45	
	Spanish Beef Stew		120	
	Turkey/stuffing/Gravy		75	
	Roast Leg of Lamb		50	
	Broccoli/Veg		75	
	Corn			
	Mashed Pot.			
<u>Desserts</u>			50	
	Muffins		25	
	Cake			

The broad curriculum of the School of Hotel Administration enables its graduates to become administrators in many related fields. Among these fields are all types of food service administration, including airlines, hospitals, university housing and dining, clubs, travel organizations, and many related activities. Students enrolled in the School who look forward to working in the hospital field may enroll in courses offered in Cornell's Sloan Program of Hospital and Health Services Administration, which is supported by a grant of \$750,000 from the Alfred P. Sloan Foundation. Complete details of the courses are given in the *Announcement of the Graduate School of Business and Public Administration*.

Several graduates are administrative housekeepers in large hotel systems. To the School's regular curriculum, it is suggested that students wishing to obtain further knowledge of textiles, add courses made available in the College of Human Ecology. During the summer, the School provides several short courses approved by the National Executive Housekeepers' Association which lead to professional certification by that organization.

#### Open Only to Students in Other Divisions

##### HA 240 Personal Real Estate Investments

Credit two hours. Open only to students outside the School of Hotel Administration. D. Sher. A practical course in personal real estate investment. Lectures and case studies cover the advantages and disadvantages of real estate as an investment, and how to maximize gain and minimize risk and possible loss. Subject matter includes (1) the economics of real estate, tax shelters, financial leverage; (2) types of personal real estate investments; (3) risk analysis, cash flow, and return on investment; (4) sources of financing; (5) joint ventures and syndications; and (6) acquisition and development of real estate.

#### Economics

##### HA 241 Macroeconomics

Credit three hours. Required. W. H. Kaven.

Modern economic problems are examined from the viewpoint of their historical perspective and as national issues after which aggregate economic system and the determinants of prosperity and recession are concentrated upon. Oriented toward the economic environment of business decisions and utilizes a text and case book for discussions along with current business publications.

##### HA 242 Microeconomics

Credit three hours. Required. W. H. Kaven.

Centers on the use of economic analysis in formulating business decisions. Draws upon such concepts as demand, cost, profit, compensation, and pricing, and introduces mana-

gerial economics. In addition to text and cases, current business publications are utilized.

**HA 243 Principles of Marketing** Credit two hours. Hotel elective. Best taken after Hotel Administration 241-242. W. H. Kaven. Deals with the economic principles of marketing with special emphasis on the marketing of services. The course combines text, readings, and cases.

**HA 244 Franchising in the Hospitality Industry** Credit two hours. Hotel elective. D. E. Whitehead.

Designed to cover the specific steps involved in developing a franchise operation from the viewpoint of both the franchisor and the franchisee. Feasibility studies, real estate, plans and project costs, financing, project analysis, corporate structure, and operations are some of the topics to be studied.

**HA 245 Tourism** Credit three hours. Hotel elective. M. Noden.

A lecture course dealing with the primary characteristics of foreign and domestic tourism. Areas of concern include basic terminology, geographic considerations, development of infra- and superstructure in host countries, travel delivery systems, and the social and cultural aspects of tourism. Emphasis is placed on transportation and the travel service industries as well as the socioeconomic effects of tourism on developing countries. Consideration also is given to travel research and marketing.

**HA 316 Seminar in Franchising** Credit two hours. Hotel elective. Prerequisite: Hotel Administration 244. D. E. Whitehead.

The focus of this advanced course in franchising study is upon analysis and project development.

**HA 349 Development of a Hospitality Property** Credit three hours. Hotel elective. Prerequisite: consent of instructor. D. E. Whitehead.

Students work in seminar groups of two to four to develop a hospitality project. All aspects of development will be covered, from the feasibility study through site acquisition, franchising, construction management, operational pre-opening, marketing, personnel training, and furniture and fixture installation to the actual opening of the hotel, motor inn, or restaurant.

#### Suggested Courses in Economics in Other Divisions

The required three-hour elective course in economics may be satisfied by one or a combination of the courses listed below. It may also be fulfilled by three credit hours selected from such courses as Hotel Administration 216, 311,

The student manager for the day reports to his classmates on how well their menu forecast compared with items sold. Next, the group will calculate their operating profit.



322, 323, 324, 346, 347, 441, 443. When two courses of two hours each are taken outside of the School of Hotel Administration, the extra hour may be counted as a free elective; when taken within the School, the extra hour may be counted as a hotel elective.

Of the large number of courses in economics open to hotel students, only those frequently taken by them are described here. Full details regarding the others are given in the *Announcement of the College of Arts and Sciences*, the *Announcement of the College of Agriculture and Life Sciences*, and the *Announcement of the Graduate School of Business and Public Administration*. Hours and instructors to be announced each term.

**Intermediate Microeconomic Theory (Economics 311)**

**Intermediate Macroeconomic Theory (Economics 312)**

**Economic History of Modern Europe (Economics 322)**

**Money and Credit (Economics 331)**

**Industrial Organization (Economics 351)**

**International Trade Theory and Policy (Economics 361)**

**Economic and Business History (Business and Public Administration NCE 522)**

**Marketing (Agricultural Economics 240)**

**Managerial Economics (Agricultural Economics 324)**

**Managerial Decision Making (Agricultural Economics 424)**

**Economics of Wages and Employment (Industrial and Labor Relations 241)**

**Insurance**

**HA 246 General Insurance** Credit three hours. Hotel elective. Open to upperclass and graduate students. K. McNeill. Designed to provide the student with a comprehensive introduction to the insurance field. The emphasis is upon fire insurance, casualty insurance, and multiple peril policies. Such topics are covered as the law of contracts as it relates to insurance; the fire insurance policy and fire insurance forms; business interruption, marine, burglary and crime, and liability insurance; rates and rate making; bonds; negligence and torts; compensation; package policies; adjustment of losses; and the types of insurers.

**Law**

**HA 247 Law and the Woman Employee**

Credit three hours. Hotel elective. Open to students in other colleges. J. E. H. Sherry. Designed to enable management to deal with the legal problems of women employees as they affect the hospitality industry, and to provide the nonlaw student with information regarding the emerging legal rights of women generally. The practical needs of the industry and of women as co-equals are examined and treated. Emphasis is placed on an awareness of the psychological, social, and economic factors that are operative in this area, and what legal changes are required to meet current and future needs. A combination of text, statutory, and case materials is used.

**HA 341 Law of Business I** Credit three hours. Required. Open to upperclass students. J. E. H. Sherry.

A basic course in business law. The student is introduced to the fundamental purposes, principles, and processes of the law as an agency of social control in relation to business activities. The topics treated include: the origin and development of common, statutory, and constitutional law; the organization and functioning of the judicial system; the formation, validity, enforcement, and breach of contracts; the laws of principal and agent, employer and employee; personal property; and partnerships and corporations. A combination of text and case materials is used.

**HA 342 Law of Business II** Credit three hours. Hotel elective. Open to upperclass and graduate students. Prerequisite: Hotel Administration 341. J. E. H. Sherry. A continuation of Hotel Administration 341 for those students who desire more extensive legal training to further their business careers. Emphasis is given to the laws pertaining to the Uniform Commercial Code (sales and negotiable instruments); bailments; trusts and estates; transfers by will; unfair competition and trade regulation; bankruptcy and insurance.

**HA 344 Law of Innkeeping** Credit three hours. Required. Open to upperclass and graduate students and required of M.P.S. candidates. J. E. H. Sherry.

A study of the laws applicable to the ownership and operation of inns, hotels, motels, restaurants, and other places of public hospitality. Consideration of the host's duties to guests, lodgers, boarders, tenants, invitees, licensees, and trespassers; the exclusion and ejection of undesirable; liability for personal injuries on and off the premises; the concept of negligence; liability for damage or loss of property; statutory limitations of liability; lien rights; concession agreements; leases; credit and collection practices; arrest and detention of wrongdoers; and



# ECONOMIC VIABILITY

→ NET REVENUE  
→ (DEPRECIATION)

TAXABLE INCOME  
(TAXES)

NET INCOME

DEPRECIATION

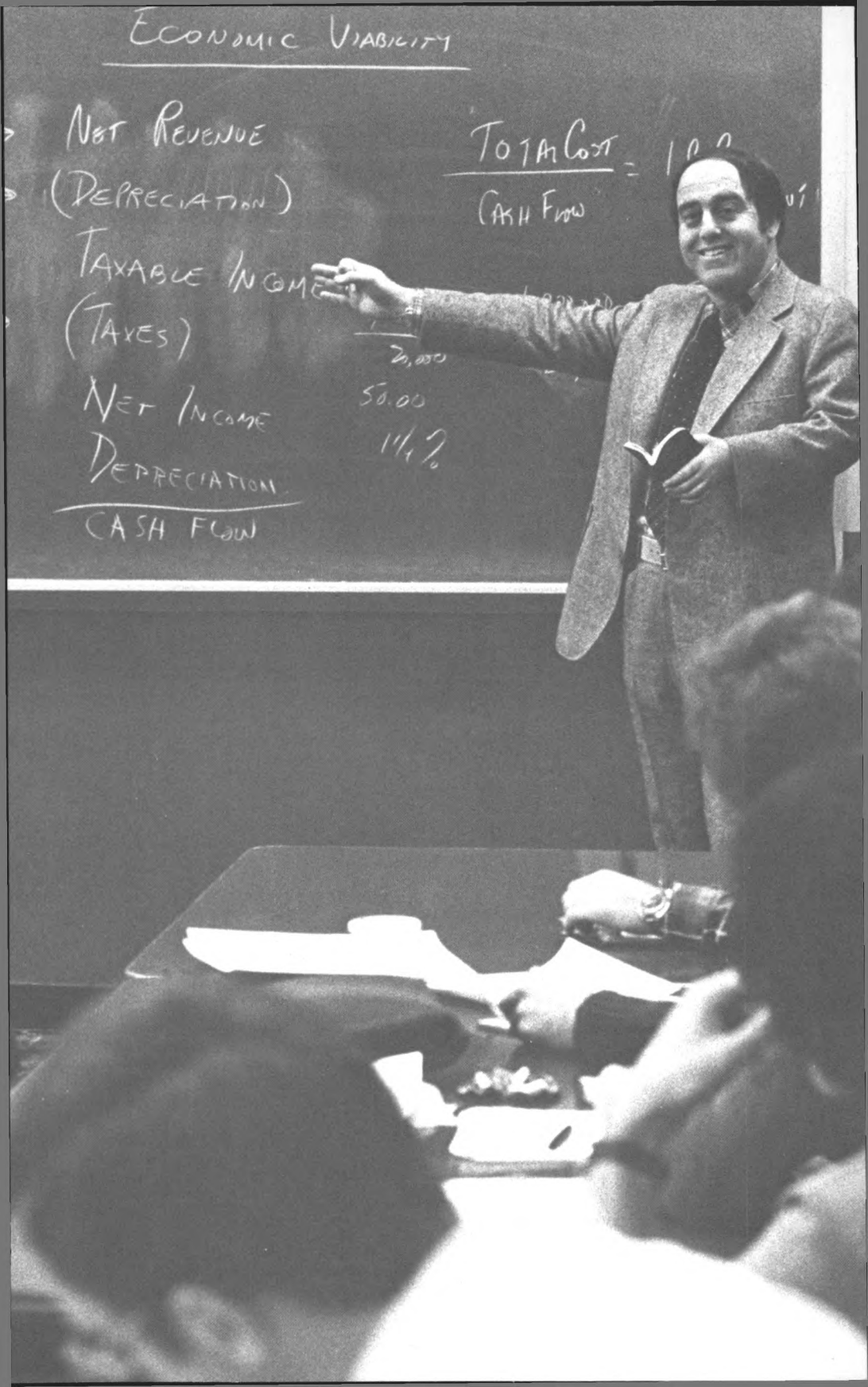
CASH FLOW

TOTAL COST = 100  
CASH FLOW

2,000

50.00

14%



## 60 Properties Management

miscellaneous statutes and administrative rules and regulations applicable to public houses. The material is treated from the point of view of the executive who is responsible for policy and decision making.

**HA 347 Real Estate Law** Credit two hours. Hotel elective. Open to upperclass and graduate students. Best taken after Hotel Administration 341 or 241-242. J. H. Sherry. The student is introduced to laws governing the acquisition, ownership, and transfer of real estate, beginning with the purchase and sale of a family residence and leading to more complex transactions involving hotels, motels, condominiums, cooperatives, syndications, and real estate trusts. Actual transactions are analyzed to pinpoint the advantages and disadvantages to the parties involved. Financing aspects, including construction and building loans, mortgages, and mortgage foreclosures are treated from the viewpoint of lender and borrower. The legal relations of landlord and tenant are given special attention, and typical hotel and motel leases are dissected and scrutinized. Applicable tax considerations are focused on all transactions.

**HA 444 Seminar in International Tourism Law** Credit three hours. Hotel elective. Prerequisites: Hotel Administration 341 and 344, or the equivalent. Open to upperclass and graduate students by consent of instructor. J. E. H. Sherry.

A comparative analysis of the laws governing tourism as found in Anglo-American and civil law jurisdictions. The treatment includes immigration laws, travel agency responsibilities, the laws pertaining to passenger carriers as well as public hospitality laws. Emphasis is placed on case studies as well as textual material to enable management to apply legal theory to the practical resolution of current operational problems.

### Real Estate

#### **HA 346 General Survey of Real Estate**

Credit two hours. Hotel elective. Prerequisites: Hotel Administration 241-242 or equivalent, or consent of instructor. D. Sher. A practical survey of real estate as the capital investment decision in the hospitality industry and related retail industries. Lectures and case studies cover the role and importance of real estate environment, the relationship of real estate to the marketing strategy of a company and its investment decisions; the marketing and merchandising of real estate; the financing of real estate; and the effects of real estate financing on a company's overall corporate financial structure and on its future borrowing ability.

**HA 441 Seminar in Real Estate** Credit two hours. Hotel elective. Prerequisite: Hotel

Administration 346 or equivalent, or consent of instructor. D. Sher.

This course develops the concepts introduced in Hotel Administration 346 with case studies and field projects.

#### **HA 443 Site Selection Criteria and Computer Models**

Credit two hours. Hotel elective. Prerequisite: Hotel Administration 346. D. Sher. Students develop a computer model for site selection for a hotel chain. During the fall term, the class makes a field study of the hotel chain's existing locations and analyzes the underlying marketing characteristics. During the spring term students cover regression analysis, evaluation and correlation of data, and the programming and testing of computer models.

### Directed Studies

#### **HA 640 Undergraduate Independent Research in Administration**

Credit to be arranged. Hotel elective. Prerequisite: written consent obtained before registration from the faculty member who is to direct the study. Students are afforded an opportunity to pursue independent research projects under the direction of a faculty member. Only the first three credit hours of directed study may be credited toward hotel electives during the student's undergraduate academic career. Additional directed study, if taken, will be credited toward free electives.

#### **HA 740 Graduate Independent Research in Administration**

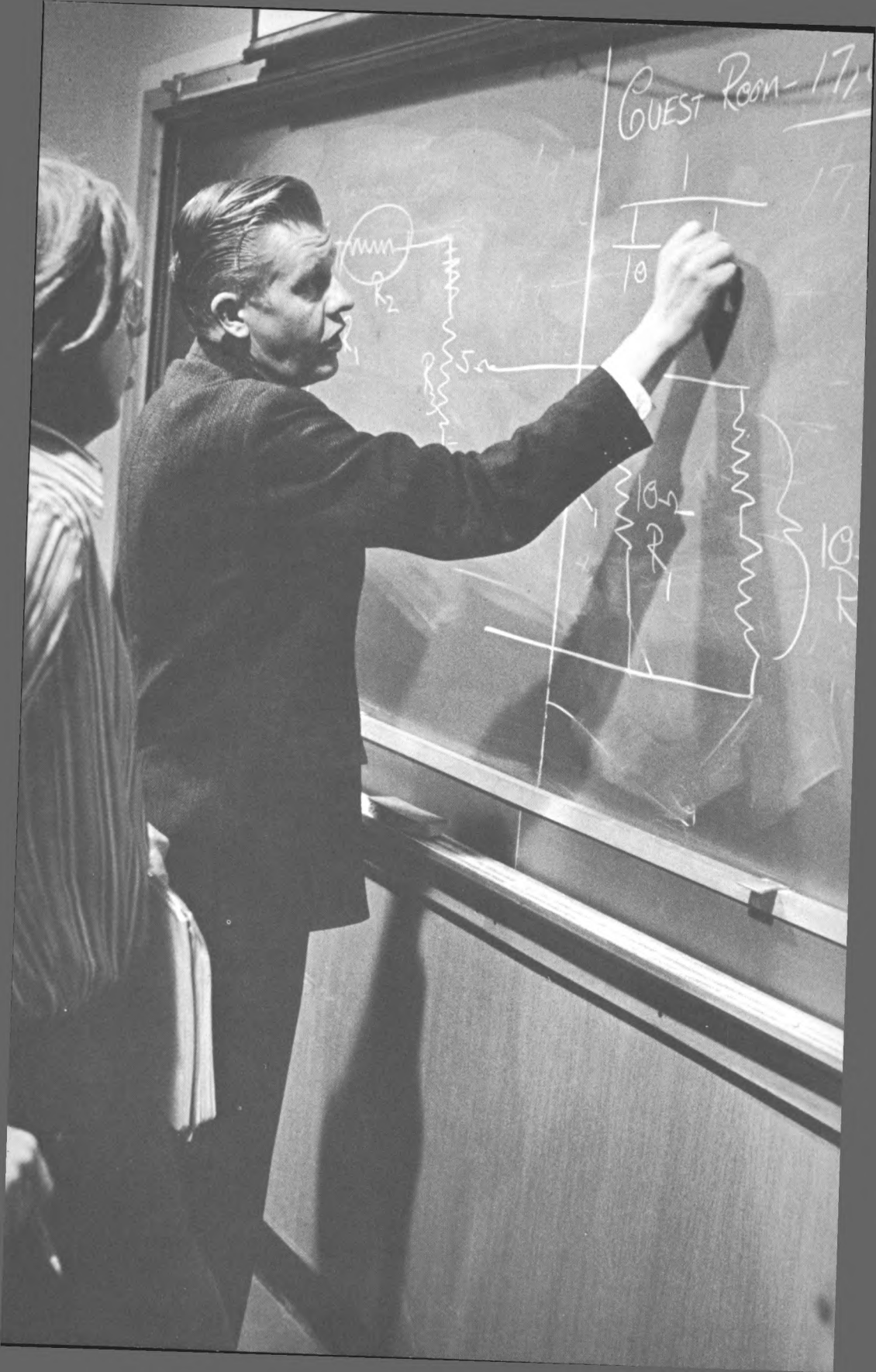
Credit to be arranged. Graduate students only. As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and in advance of registration for the term obtain written agreement from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

## Properties Management

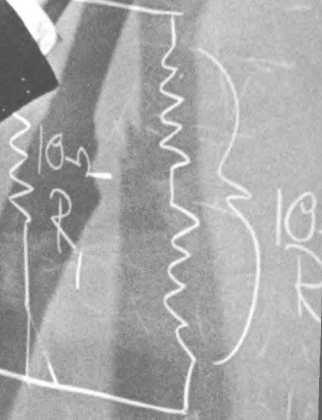
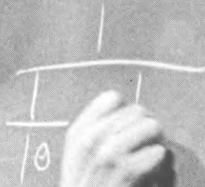
Instruction is given in the management of hotel, motor inn, and restaurant physical facilities and in their planning, design, and construction. Specialized courses are also offered in food facilities planning. Statler Hall is used as a large laboratory. In addition, the building has well-equipped lecture rooms, a drafting room, and especially equipped laboratories, used exclusively for studying, demonstrating, and testing the mechanical equipment and building components typically used in hotels and restaurants.

A variety of drawings and specifications of many actual building floor plans, guest room arrangements, dining room seatings, and kitchen layouts are utilized in the laboratory work on

Instructor Compton diagrams a guest room's climate control system to a class in properties management.



GUEST ROOM - 171



building construction and operation. An extensive catalog file as well as a library of plans and specifications are used as supplementary references.

The elements of interior design are included as part of advanced courses in properties management. Students may also count as free electives certain elementary courses in design offered by the Department of Design and Environmental Analysis of the College of Human Ecology.

In properties management, a total of twelve hours is the required minimum, consisting of four three-hour courses. Courses in properties management chosen beyond the twelve required hours may be counted as hotel electives. The recommended sequence for continuity of instruction is:

### Second Year

*Fall or spring term:* Hotel Administration 251

### Third Year

*Fall term:* Hotel Administration 351

*Spring term:* Hotel Administration 352

### Third or Fourth Year

*Fall or spring term:* Hotel Administration 451

For qualified students planning to major in properties management, the recommended sequence may be started in the freshman year. Department permission is required. Instruction in properties management is given by J. J. Clark, R. H. Penner, M. H. Redlin, R. A. Compton, and their assistants.

## Required Courses

### HA 251 Property Management Graphics

Credit three hours. Required.

Basic principles of graphic communication as a management tool for problem solving are covered in this course, which includes drafting fundamentals and also the interpretation of both presentation and technical drawings. Principles of site analysis and site planning, physical plant organization, and internal spatial relationships common to hotel and restaurant properties are stressed.

### HA 351-352 Mechanical and Electrical

**Systems I and II** Credit three hours each term. Required. Prerequisites: Hotel Administration 251 and 225.

Investigation of management problems associated with the mechanical systems of the physical plant. The major systems of water and drainage, heating, refrigeration, air conditioning, lighting, and electricity are given primary emphasis. In addition, systems such as

elevators, fire equipment, swimming pools, communications, data processing, laundry, and housekeeping equipment are discussed. The basic engineering theory associated with each of the mechanical systems is taught. Throughout the course the problems of capital expenditures, operating costs, and of repairs and maintenance are stressed.

### HA 451 Physical Plant Planning and Construction

Credit three hours. Required. Prerequisite: Hotel Administration 352.

The feasibility, planning, development, and construction of the physical plant of the hotel and food facilities projects are considered and analyzed. Materials and methods of building construction, repair, and maintenance are covered. Emphasis is placed on trade practices, building codes, cost estimation, and management responsibility in working with professional planners.

## Elective Courses

### HA 255 Principles of Design

Credit three hours. Hotel elective. Prerequisites: Hotel Administration 251 and consent of instructor.

A studio course that provides a complete foundation in graphics techniques for, and concepts of, architectural design. Perspective, freehand sketching, and abstract design problems are used to describe and define three-dimensional space. Recommended for students considering a concentration in hotel/restaurant planning and food facilities engineering.

### HA 355 Orientation in Safety of Personnel and Property

Credit one hour. Hotel elective. Prerequisite: Hotel Administration 352 or written consent of instructor before course registration.

Consideration of such subjects as fire prevention and control in public structures, fire insurance, and the training of personnel in the areas of first aid and disaster control. The first aid training program will include familiarization with safety equipment. Students successfully completing the course will receive senior Red Cross certification.

### HA 452 Seminar in Interior Design

Credit three hours. Hotel elective. Prerequisite: Hotel Administration 251. A project course concerned with the problems related to interior design and renovation. The seminar is primarily concerned with the study of guest requirements in the different lodging types (hotel, motel, resort, etc.) and their influence on the design of the guest room unit, and other interiors.

### HA 453 Seminar in Environmental Control

Credit three hours. Hotel elective. Prerequisite: Hotel Administration 352. Consent of instructor is required before registering.

Professors Redlin and Penner (*standing*) check the design and layout plans of two hotel graduate students.





Theory and application of light and color, acoustical design, noise suppression, control systems, temperature, humidity control, and ecological considerations. Topics will be examined via the assignment and discussion of projects.

**HA 454 Seminar in Hotel Planning** Credit three hours. Hotel elective. Open to seniors and graduate students. Prerequisite: Hotel Administration 352.

Through project assignments the design and layout for a proposed hotel, from feasibility study through plans and specifications, are covered. Emphasis is placed on site selection, floor plans, guest room layouts, and the selection and arrangement of equipment in all of the various departments.

**HA 455 Seminar in Restaurant Planning**

Credit three hours. Hotel elective. Open to seniors and graduate students. Prerequisite: Hotel Administration 352.

A project course in the analysis and design of restaurant properties. The critical study of existing solutions and how they set the design criteria for both kitchen and dining areas. These guidelines serve as the basis for the student work which includes general programming, organization, spatial standards, layout, and equipment.

**HA 456 Seminar in Destination Resort Planning** Credit three hours. Hotel elective. Open to seniors and graduate students. Prerequisite: Hotel Administration 352.

A project course in the feasibility and planning of destination resort properties, with emphasis on the development of recreational facilities as well as the hotel physical structure.

## Food Facilities Engineering

**HA 353 Introductory Food Facilities Engineering** Credit three hours. Hotel elective. Prerequisite: Hotel Administration 251 or equivalent.

A course designed to familiarize the student with the basic concepts of food facilities design and planning. Studies are carried out to determine space allocation for kitchens, refrigeration, storage, waste disposal, and service areas. Development of basic production work flow in the preparation and service areas is emphasized. The basic requirements for the selection of equipment utilizing industry standards for production capability, quality of construction, and ease of maintenance are covered. Students utilize their laboratory time for the planning, design, and specification writing for a small to medium-size production kitchen.

**HA 354 Food Facilities Equipment, Layout, and Design** Credit three hours. Hotel elective.

Prerequisite: Hotel Administration 353 or consent of instructor.

Each student programs, plans, and develops a complete project. This involves study: (1) to research the project program and draw up the prospectus; (2) to select and design equipment; (3) to develop layout studies and complete the master plan (preliminary renderings); (4) to develop working drawings (contract drawings), including equipment and architectural plans, mechanical plans, equipment detail drawings, and equipment schedules that are required for bidding, fabrication, construction, and installation; and (5) to budget-estimate and review feasibility studies.

## Graduate Courses

**HA 751 Graduate Studies in Project Development and Construction** Credit three hours.

Open to graduate students only and required of M.P.S. candidates.

The major elements of the project development and construction process are presented and developed from an engineering management viewpoint. Topics include feasibility studies, functional planning and design, financing techniques, the bidding process, construction contracts, project scheduling, and actual building construction. In addition, the techniques for effective graphic communication are developed and integrated into the design process. Students analyze case studies and develop a representative hospitality industry property.

**HA 752 Graduate Studies in Electrical and Mechanical Systems** Credit three hours.

Open to graduate students only and required of M.P.S. candidates. Prerequisite: Hotel Administration 751.

The major electro-mechanical systems of large buildings and hotels/motels are considered from a capital cost versus operating cost viewpoint. Systems considered include water, heating, refrigeration, air conditioning, lighting, communications, and elevators. Concepts of energy conservation and efficient utilities management, from the original selection of equipment through operating procedures, are emphasized. Students analyze and present case studies, criticize papers and reports, and suggest new systems.

## Directed Studies

**HA 650 Undergraduate Independent Research in Properties Management** Credit to be arranged.

Hotel elective. Prerequisite: written consent obtained before registration from the faculty member who is to direct the study. Students are afforded an opportunity to pursue independent research projects under the direction of a faculty member. Only the first three credit hours of directed study may be credited toward hotel electives during the student's



undergraduate academic career. Additional directed study, if taken, will be credited toward free electives.

**HA 750 Graduate Independent Research in Properties Management** Credit to be arranged. Graduate students only.

As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and in advance of registration for the term obtain written agreement from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

## Managerial Communications

### Freshman Humanities Program

To replace its traditional freshman English composition program of six hours credit, the University has recently inaugurated a series of small discussion and writing courses in the humanities which are conducted jointly by ten departments in the College of Arts and Sciences. The aim of the new program is two-fold. It offers the incoming student a wide variety of subjects from which to choose, and provides the opportunity of relating written assignments directly to the subject areas of primary interest. The courses are uniform only in the sense that all of them require intensive practice in composition and that the enrollment in each section is limited to twenty students. To satisfy the freshman humanities requirement, each student must elect any two (but no more than two) of the courses. Each student is expected to enroll in one of these courses during the fall semester and in another during the spring semester of the first year of residence. Each course carries three hours of credit. A course used in satisfying the freshman humanities requirement may not be used in satisfying the distribution or language requirement. Supplementary information about the program and specific instructions about registration procedures will be mailed separately to all incoming freshmen in April or May.

### Required Courses

**HA 265 Effective Communication** Credit three hours. Required. Limited to twenty-five students per section. F. Herman. This seminar is designed to help students 1) express themselves clearly and effectively orally and in writing and 2) acquire reading and listening skills to better understand the ideas of others. Principles of the communication process are explored, tested, and reinforced during the term through classroom interaction, case studies, debates, and individual and group videotaped presentations. Individual conferences arranged throughout the term.

### Elective Courses

(Open also to students outside the School)

**HA 161 Typewriting** Credit two hours. Hotel elective. E. Seaburg.

The personal needs of college students are met by this course in elementary typewriting.

**HA 261 Report Typing** Credit two hours. Hotel elective. Prerequisite: Hotel Administration 161 or equivalent. E. Seaburg.

A course in electric typewriting designed for those students who can type but who wish to increase speed and accuracy. Special emphasis is placed on the typewritten report as a form of communication. Business letters are typed in various styles and their effectiveness studied.

**HA 262 Typewriting and Business Procedures**

Credit three hours. Hotel elective. E. Seaburg. Students who already know the keyboard develop sufficient speed and accuracy to meet business standards for an executive secretary. Instruction is provided in filing, duplication, and machine transcription.

**HA 263 Shorthand Theory** Credit three hours. Hotel elective. Prerequisite: typing ability or taken concurrently with Hotel Administration 161. E. Seaburg and B. David.

The basic theory of Gregg shorthand is completed; dictation and transcription speed are developed to meet business standards for a stenographer.

**HA 264 Managerial Letter Writing** Credit two hours. Hotel elective. E. Seaburg.

Students learn the techniques of good letter composition needed by an executive to achieve effective communication. Skill is developed in correct procedures for machine dictation and dictation to stenographers. Ability to type is not a prerequisite.

**HA 361 Shorthand Transcription** Credit two hours. Hotel elective. Prerequisite: Hotel Administration 263 or equivalent. E. Seaburg. Students who already know the basic theory of Gregg shorthand develop sufficient skill in dictation speed and transcription to meet business standards for an executive secretary. Emphasis is placed on recording technical material rapidly and on transcribing it accurately.

### Directed Studies

**HA 660 Undergraduate Independent Research in Managerial Communications** Credit to be arranged. Hotel elective. Prerequisite: written consent obtained before registration from

the faculty member who is to direct the study. This course is designed for students engaged in the preparation of special reports and other



communications projects. Only the first three credit hours of directed study may be credited toward hotel electives during the student's undergraduate academic career. Additional directed study, if taken, will be credited toward free electives.

**HA 760 Graduate Independent Research in Managerial Communications** Credit to be arranged. Graduate students only.

As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and in advance of registration for the term obtain written agreement from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

### Related Courses in Other Divisions

Hotel students may choose as electives from an extensive variety of courses in order to acquaint themselves with cultural subjects and to become fluent in the use of foreign languages; thus taking advantage of the 24 free elective hours of the 122 hours required for graduation. Full details of the courses open to hotel students will be found in the *Announcement of the College of Arts and Sciences* and the *Announcement of the College of Agriculture and Life Sciences*.

### Foreign Languages

The mastery of a foreign language is a mark of a well-educated man or woman. For the hotelman a second language is particularly desirable. At Cornell the foreign languages are taught by modern methods that place special emphasis on speaking and understanding the spoken language. The daily classes are kept small. Native speakers and playback machines are used extensively.

The first six credit hours of a modern foreign language taken at Cornell University may be counted as hotel electives rather than as free electives. Each of the following courses has a credit of six hours.

**French, Elementary Course (French 101)**

**German, Elementary Course (German 101)**

**Italian, Elementary Course (Italian 101)**

**Japanese, Elementary Course (Japanese 101)**

**Portuguese, Elementary Course (Portuguese 101)**

**Russian, Elementary Course (Russian 101)**

**Spanish, Elementary Course (Spanish 101)**

Senior Lecturer Herman helps a student in her communications class analyze a taped classroom presentation.

## Science

A knowledge of basic science is fundamental to many aspects of the hospitality industry, especially for menu planning, food purchasing, storage, production, and service, and for house-keeping and building maintenance. Required courses include three hours of basic chemistry, four hours of food chemistry, and two hours of sanitation. Statler Hall has a forty-place basic chemistry laboratory and a forty-place laboratory for the study of the scientific application of chemical and physical principles to food production and sanitation. In addition to the required and elective courses offered in the School, the student may choose also from a wide range of free elective courses in human nutrition, biological sciences, biochemistry, and food science offered in the New York State Colleges of Human Ecology and Agriculture and Life Sciences. Students who look forward to careers that may involve responsibility for food operations in hotels, schools, colleges, and institutions generally may wish to satisfy the academic requirements for membership in the American Dietetic Association as Food Service Management. To do so, it is necessary to include among their electives four hours in human physiology, three hours in human nutrition, and an additional hour of chemistry. To qualify as a therapeutic and administrative dietitian, the candidate must also complete, in addition to the above, three hours of biochemistry and an additional three hours in nutrition and disease. Students interested in qualifying for membership in the American Dietetic Association should confer with their advisers early in their academic careers.

### Required Courses

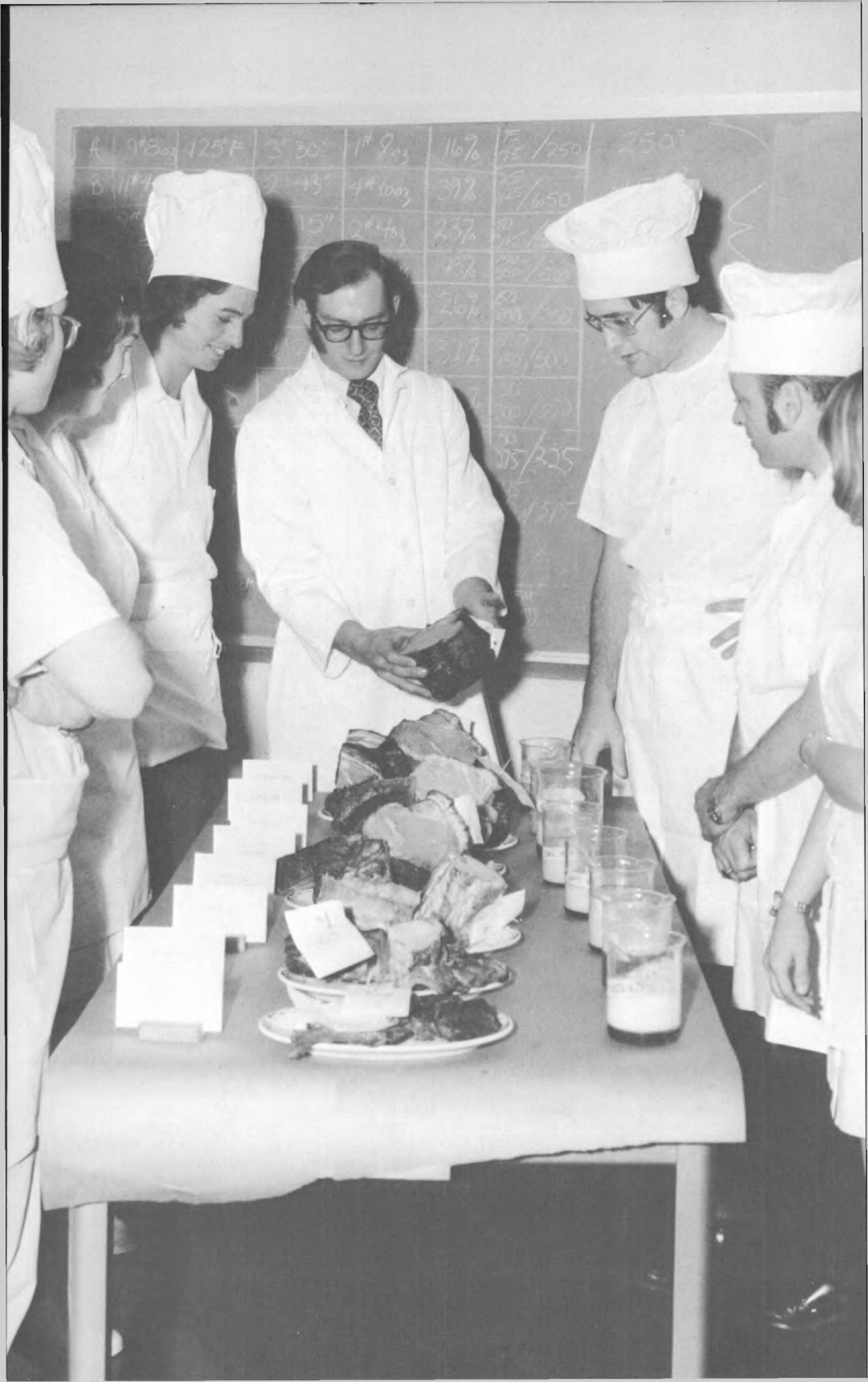
**HA 171 Food Chemistry I** Credit three hours. Required. Prerequisite: high school chemistry. P. Rainsford and staff.

Principles and concepts of inorganic chemistry and organic chemistry. The chemistry of fats, carbohydrates, and proteins is emphasized. Three lectures and one two-hour recitation weekly.

**HA 172 Food Chemistry II** Credit four hours. Required. Prerequisite: Hotel Administration 171. P. Rainsford and staff.

The chemistry of fats, carbohydrates, and proteins is emphasized in relation to food products and food production techniques. The roles of additives in foodstuffs, colloidal phenomena, of food processing, and reconstitution techniques are studied. Three lectures and one three-hour laboratory weekly.

**HA 173 Sanitation in the Food Service Operation** Credit two hours. Required of undergraduates and M.P.S. candidates. J. C. White.



A 1" 8oz 125°F 3" 30" 1" 8oz 16% 15 125/250 250°

B 11" 4" 2" 43" 4" 100g 39% 25 125/650

15" 2" 43g 23% 10 125/650

4" 2" 43g 23% 10 125/650

21" 2" 43g 23% 10 125/650

32% 25 125/650

25 125/650

25 125/650

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The causes and prevention of food poisoning are stressed. Included are the aesthetic, moral, and legal responsibilities involved in presenting sanitary food to patrons. Emphasis is placed on the current problems confronting the industry with recent food developments as they relate to sanitation.

**HA 771 Graduate Food Chemistry** Credit four hours. Open to graduate students only and required of M.P.S. candidates. P. Rainsford. Principles of inorganic and organic chemistry. The chemistry of fats, carbohydrates, and proteins is emphasized in relation to food products and food production techniques. The roles of additives in foodstuffs, colloidal phenomena, food processing, and reconstitution techniques are studied. Three lectures, one recitation, and two laboratories of two and one-half hours weekly.

### Directed Studies

**HA 670 Undergraduate Independent Research in Science** Credit to be arranged. Hotel elective. Prerequisite: written consent obtained before registration from the faculty member who is to direct the study.

This course is designed to study specific chemical processes involved in modern food preparation. Only the first three credit hours of directed study may be credited toward hotel electives during the student's undergraduate academic career. Additional directed study, if taken, will be credited toward free electives.

**HA 770 Graduate Independent Research in Science** Credit to be arranged. Graduate students only.

As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and in advance of registration for the term obtain written agreement from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

### Related Courses in Other Divisions

(See appropriate *Announcement* for credit and prerequisites, etc.).

**Ecology of Human Nutrition and Food (Human Nutrition and Food 115)**

**Introductory General Biochemistry (Biochemistry 131)**

**Biological Sciences 101**

**Biology for Nonmajors (Biological Sciences 109-110)**

**Introductory Food Science (Food Science 100)**

**Food Facts and Fads (Food Science 150)**

**Food Analysis (Food Science 210)**

**Physical Chemistry of Foods I (Food Science 300)**

**Nutritional Aspects of Raw and Processed Foods (Food Science 301)**

**Sanitary Principles, Toxicology, and Public Health (Food Science 304)**

**Concepts of Product Development (Food Science 401)**

**Food Processing I and II (Food Science 404 and 405)**

**Food Processing IV—Fats and Oils (Food Science 407)**

**Food Lipids (Food Science 602)**

**Food Carbohydrates (Food Science 603)**

**Post Harvest Handling and Marketing of Vegetables (Vegetable Crops 312)**

Professor Rainsford (*rear*) presents to a class in food chemistry the yield factors and palatability characteristics of beef and pork roasted at different temperatures and by different methods. The beakers to the right hold meat juices and fat lost through each procedure.







## Cornell University

# Register

## University Administration

Dale R. Corson, President of the University  
David C. Knapp, University Provost  
Mark Barlow, Jr., Vice Provost  
W. Donald Cooke, Vice President for Research  
June M. Fessenden-Raden, Vice Provost  
William D. Gurowitz, Vice President for  
Campus Affairs  
Robert T. Horn, Vice President and Chief  
Investment Officer  
Samuel A. Lawrence, Vice President for  
Administration  
E. Hugh Luckey, Vice President for Medical  
Affairs  
Robert M. Matyas, Vice President for  
Planning and Facilities  
Paul L. McKeegan, Vice Provost  
Arthur H. Peterson, University Treasurer and  
Chief Fiscal Officer  
Richard M. Ramin, Vice President for  
Public Affairs  
Byron W. Saunders, Dean of the University  
Faculty  
Neal R. Stamp, University Counsel and  
Secretary of the Corporation

## School of Hotel Administration

### Administration

Robert A. Beck, Ph.D., Dean of the School of  
Hotel Administration; E. M. Statler Professor  
in Hotel Administration  
Paul L. Gaurnier, M.S., Assistant Dean of the  
School of Hotel Administration; Associate  
Professor in Hotel Administration  
Katherine R. Spinney, B.A., B.L.S., Librarian,  
School of Hotel Administration

### Faculty

O. Ernest Bangs, Professor in Food Facilities  
Engineering, Emeritus  
Matthew Bernatsky, Professor in Hotel  
Administration, Emeritus  
Charles E. Cladel, M.S., C.P.A., Professor in  
Hotel Administration, Emeritus

Myrtle H. Ericson, M.S., Professor in Hotel  
Administration, Emeritus  
Frank H. Randolph, B.A., M.E., P.E., Professor in  
Hotel Engineering, Emeritus  
Charles I. Sayles, B.S., M.E.E., Professor in  
Institutional Engineering, Emeritus  
Laura Lee W. Smith, Ph.D., Professor in  
Hotel Administration, Emeritus  
Louis A. Toth, C.P.A., Professor in Hotel  
Accounting, Emeritus  
Robert A. Beck, Ph.D., E. M. Statler Professor in  
Hotel Administration; Dean of the School of  
Hotel Administration  
Raymond M. Cantwell, B.S., Lecturer in Hotel  
Administration  
Robert M. Chase, B.M.E., M.B.A., Associate  
Professor in Hotel Administration  
Thomas C. Chevoor, B.S., Research Associate,  
Research and Development  
Vance Christian, A.B., B.S., M.S., Professor in  
Hotel Administration  
John J. Clark, Jr., Ph.D., Associate Professor in  
Hotel Administration; Coordinator of  
Properties Management  
Richard A. Compton, B.S.M.E., M.S., Senior  
Lecturer in Hotel Administration  
Stanley W. Davis, Ph.D., Professor in Hotel  
Administration; Graduate Faculty  
Representative  
Donal A. Dermody, M.S., Associate Professor in  
Hotel Administration; Director of Workshops  
Thomas M. Diehl, M.B.A., Assistant Professor in  
Hotel Administration  
David C. Dunn, Ph.D., Associate Professor in  
Hotel Administration  
Joseph F. Durocher, B.S., M.P.S., Lecturer in  
Hotel Administration  
James J. Eyster, M.S., Lecturer in Hotel  
Administration  
W. Robert Farnsworth, M.A., Lecturer in Hotel  
Administration  
Dennis H. Ferguson, B.S., Research Associate,  
Research and Development  
Cynthia Fish, M.S., Lecturer in Hotel  
Administration and Admissions Officer  
Paul L. Gaurnier, M.S., Associate Professor in  
Hotel Administration; Assistant Dean of the  
School of Hotel Administration

This photograph shows all but five of the full-time faculty of the School of  
Hotel Administration and includes four lecturers from industry.

- A. Neal Geller, M.B.A., Lecturer in Hotel Administration
- Ray Goodman, B.B.A., M.P.S., Special Instructor in Food Service
- H. Victor Grohmann, B.S., Chairman of the Board, Needham & Grohmann, Inc.; H. B. Meek Visiting Professor in Hotel Administration
- Francine A. Herman, M.S., Senior Lecturer in Hotel Administration
- Walter Herrmann, B.S., Lecturer in Hotel Administration
- Ray Johnson, Special Instructor in Food Service
- William H. Kaven, Ph.D., Associate Professor in Hotel Administration
- Graham Kerr, Adjunct Professor in Hotel Administration
- Robert W. Lee, B.S., Principal, Peat, Marwick, Mitchell, & Co., New York; Lecturer in Hotel Administration
- Keith McNeill, B.S., Lecturer in Hotel Administration
- Richard G. Moore, M.E.E., M.B.A., Assistant Professor in Hotel Administration
- Stephen A. Mutkoski, B.S., Lecturer in Hotel Administration
- Malcolm A. Noden, Research Associate, Research and Development
- Normand Peckenpaugh, Commander U.S. Navy (Ret.), B.S., General Manager, Statler Inn
- Richard H. Penner, M.S.Arch., Assistant Professor in Hotel Administration
- Peter Rainsford, Ph.D., Assistant Professor in Hotel Administration
- Helen J. Recknagel, Ph.D., Professor in Hotel Administration; Editor, School Publications
- Michael H. Redlin, Ph.D., Assistant Professor in Hotel Administration
- Ellen C. Seaburg, B.S., Senior Lecturer in Hotel Administration
- Thomas Selling, B.S., Special Instructor, Puerto Rican Branch
- David Sher, M.S., The David Sher Company, Lecturer in Hotel Administration
- John E. H. Sherry, B.A., J.D., Associate Professor in Hotel Administration
- John H. Sherry, B.S., LL.B., Professor in Hotel Administration
- John F. Tewey, B.S., Lecturer in Hotel Administration and Placement Officer
- Roger Whitaker, Special Instructor in Food Service
- James C. White, Ph.D., Professor in Hotel Administration
- Donald E. Whitehead, B.S., President, Hotel Enterprises, Inc.; Lecturer in Hotel Administration
- Peter C. Yesawich, M.S., Special Instructor in Hotel Administration
- Richard W. Barger, vice president, ITT Sheraton Corporation of America, Boston, Massachusetts
- M. M. Batzer, 325 Chestnut Street, Philadelphia, Pennsylvania
- Arthur Bilek, Pinkerton's, Chicago, Illinois
- Jacques Block, Montefiore Hospital, New York, New York
- Alexander Brailow, consultant, Gold Seal Wineries, Keuka Park, Penn Yan, New York
- Leonard Braun, Muttontown Golf & Country Club, East Norwich, New York
- Mark Bromberg, D. M. Kaplan & Associates, 1262 Don Mills Road, Don Mills, Ontario, Canada
- Emile Burgermeister, chef, L. J. Minor Co., Cleveland, Ohio
- William Callnin, Laventhol & Horwath, 1845 Walnut Street, Philadelphia, Pennsylvania
- Hubert Card, assistant administrator, Supporting Services, Mount Sinai Medical Center, New York, New York
- Louis Carrozza, Building Superintendent, The New York Hilton, New York, New York
- Don Davis, Steak & Ale, Dallas, Texas
- Robert Davis, Jules Fisher Associates, 212 West 15th Street, New York, New York
- John K. Desmond, Village Square, Inc., 426 Pennsylvania Avenue, Ft. Washington, Pennsylvania
- Dorothy Donovan, Valley Country Club, Towson, Maryland
- Robert Dowd, director of industrial relations, Hilton Hotels, New York, New York
- William Fox, public relations director, Great Western Winery, Hammondsport, New York
- James Franzen, 7 Lynacres Boulevard, Fayetteville, New York
- C. Burton Frawley, Jr., director, Drumlins, Syracuse, New York
- Ronald G. Fread, director of food services, Beth Israel Hospital, New York, New York
- Gene F. Gilmartin, Cleveland Yacht Club, Rocky River, Ohio
- Thomas Gopsill, national promotional director, Cointreau Ltd., Lawrenceville, New Jersey
- John Graham, Jutras & Nicholson Associates, Inc., 54 Middlesex Turnpike, Bedford, Massachusetts
- Mr. Yvan Gregoire, professor, Quebec Institute of Tourism & Hotel Administration, Canada
- W. W. Grice, vice president of marketing, Marriott Hotels, Washington, D.C.
- Lee Grossbard, Friendship International Hotel, Baltimore, Maryland
- Laurice T. Hall, Pinehurst Country Club, Littleton, Colorado
- Paul R. Handlery, President, Handlery Hotels, San Francisco, California
- David Hook, comptroller, New York Hilton, New York, New York
- Martin L. Horn, vice president, Horn Family Restaurants, West Orange, New Jersey
- Alan Huggard, Lehigh Country Club, Allentown, Pennsylvania

### Visiting Lecturers, 1974-75

- Anthony Athanas, president, Anthony's Pier 4, Boston, Massachusetts

Robert V. Hunter, Hancock, Estabrook, Ryan, Shove & Hust, Attorneys at Law, Syracuse, New York

Paul Keck, Greenville Country Club, Wilmington, Delaware

David B. Kenney, vice chairman of the board, Days Inns of America, Inc.

William L. Kircher, administrative assistant, Hotel & Restaurant Employees & Bartenders International Union, 1666 K Street N.W., Washington, D.C.

Alan Lapidus, architect, Morris Lapidus Associates, New York, New York

Robert Lee, principal, Peat, Marwick, Mitchell & Company, New York, New York

Charles Levy, Drexell Burnham, Inc., New York, New York

Johannes N. Lichtenstein, Schenley Affiliated Brands Corp., New York, New York

Larry Light, 383 Madison Avenue, New York, New York

Douglas G. Louis, Muttontown Golf & Country Club, East Norwich, New York

John Lynch, Banfi Products, Farmingdale, New York

Jack Manoukian, Front Office Manager, The New York Hilton, New York, New York

George Marchand, chef, L. J. Minor Company, Cleveland, Ohio

John Mariani, Jr., president, Banfi Products Corporation, Farmingdale, New York

Harry McGuire, general manager, The Summit, New York, New York

Clara McIver, Brooklyn Hospital, Brooklyn, New York

Ernest Rice McKinney, assistant to executive director, A. Philip Randolph Educational Fund, New York, New York

J. B. Meadows, Rums of Puerto Rico, New York, New York

Joseph A. Morelli, executive vice president, Schenley Affiliated Brands Corporation, New York, New York

Peter Muzzonigro, Schlitz Beer, Milwaukee, Wisconsin

James A. Nassikas, president, The Stanford Court, Nob Hill, San Francisco, California

Jacques Noe, executive chef, Idlewild Farms, New York

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